



Identification and Implementation of the Adaptation Response Measures in the Drini-Mati River Deltas (PIMS 3629)

Terminal Evaluation Report

Silvija Nora Kalnins

May 2013

PROJECT SUMMARY TABLE		
Project Title: Identification and implementation of the adaptation response measures in the Drini-Mati River Deltas		
GEF Project ID:	3629	
UNDP Project ID:	59705	
Country:	Albania	
Region:	Europe and Central Asia	
Focal Area:	Climate Change	
Operational Program:	SPA	
GEF Implementing Agency:	UNDP	
National Implementing Partner:	Ministry of Environment, Forestry and Water Administration (MoEFWA)	
Other Partners involved:	Lezha Regional Council, Directorate of Biodiversity, MoEFWA	
Project Funds	<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
GEF financing:	0.975	0.975
UNDP own funds:	0.060	0.060
Government of Albania:	0.090	0.090
Other:	0	0
Total co-financing:	0.150	0.150
Total Project Cost:	1.125	1.125
Project duration		
Prodoc Signature (D/M/Y):	27.05.2008	
Date of first expenditure (D/M/Y):	26.06.2008	
(Operational) Closing Date (D/M/Y):	Proposed:	Actual:
	31/05/2013	31/05/2013

* The co-financing data are presented as of 31.06.2012 and will be further updated.

ACKNOWLEDGMENTS

This report was prepared by Silvija Nora Kalnins, who was responsible for collecting data through document review and interviews, performing analyses, and preparing the report.

The evaluator would like to express gratitude and appreciation to all stakeholders interviewed. Their contribution, through the opinions they openly shared with the evaluator were crucial in conducting the evaluation.

The evaluation team would like to extend special thanks to the staff of the Project (both in Tirana and Lezha), who were readily accessible throughout the evaluation process and supplied the information and contacts which made it possible to formulate conclusions on the success of the project.

EXECUTIVE SUMMARY

This report presents the findings of a Terminal Evaluation (TE) conducted in April 2013 by independent evaluator Silvija Nora Kalnins for the UNDP/GEF Medium-Size Project “Identification and Implementation of Adaptation Response Measures in the Drini -Mati River Deltas” implemented in Albania. This project was the first in Albania to be implemented on adaptation and was also in the first generation of projects to be developed on adaption under the set-aside GEF funding of the Strategic Priority for Adaptation (SPA). The Ministry of Environment, Forestry and Water Administration and UNDP Albania signed the project on 26 May 2008. The total budget of the project is 1,959,525 USD of which 975,00 USD is funded by GEF, 60,000 USD by UNDP and 90,000 USD by the Government of Albania. The project will close 31 May 2013.

The terminal evaluation was commissioned by UNDP Albania and the main objective of the TE was to assess the achievement of the project results, and to draw lessons learned that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The evaluation is structured around the GEF five major evaluation criteria: *Relevance, Effectiveness, Efficiency, Results/Impacts* and *Sustainability* which the evaluator rated in accordance with the guidance provided by GEF and UNDP and through an evidence-based methodology which included document review, interviews conducted on a mission to the project site from 8-12 April 2013 and an analysis. The ratings for the project under the specific criteria requested are summarized in the table below.

Evaluation rating

Rating Project Performance		
Criteria	Comments	
Monitoring and Evaluation: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory(MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of M&E	(rate 6 pt. scale)	Highly Satisfactory (HS)
M&E design at project start up	(rate 6 pt. scale)	Satisfactory (S)
M&E Plan Implementation	(rate 6 pt. scale)	Highly Satisfactory (HS)
IA & EA Execution: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU),Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall Quality of Project Implementation/Execution	(rate 6 pt. scale)	Highly Satisfactory (HS)
Implementing Agency Execution	(rate 6 pt. scale)	Highly Satisfactory (HS)
Executing Agency Execution	(rate 6 pt. scale)	Highly Satisfactory (HS)
Outcomes: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory(U), Highly Unsatisfactory (HU)		
Overall Quality of Project Outcomes	(rate 6 pt. scale)	Satisfactory (S)
Relevance: relevant (R) or not relevant (NR)	(rate 2 pt. scale)	Relevant
Effectiveness	(rate 6 pt. scale)	Satisfactory (S)
Efficiency	(rate 6 pt. scale)	Highly Satisfactory (HS)
Sustainability: Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U).		
Overall likelihood of risks to Sustainability:	(rate 4 pt. scale)	Moderately Likely (ML)
Financial resources	(rate 4 pt. scale)	Likely (L)
Socio-economic	(rate 4 pt. scale)	Likely (L)
Institutional framework and governance	(rate 4 pt. scale)	Likely (L)
Environmental	(rate 4 pt. scale)	Moderately Likely (ML)

Impact: Significant (S), Minimal (M), Negligible (N)		
Environmental Status Improvement	(rate 3 pt. scale)	Minimal
Environmental Stress Reduction	(rate 3 pt. scale)	Minimal
Progress towards stress/status change	(rate 3 pt. scale)	Significant
Overall Project Results	(rate 6 pt. scale)	Highly Satisfactory

The project is successful in meeting the main objectives of the UNCBD, UNFCCC, UNDP and GEF and the Government of Albania. The project addresses well the development objectives of the country and it was exceptional in its ability to address the needs of the beneficiaries at the regional level. The project was instrumental in raising awareness and understanding in the community on climate change and adaptation. The Climate Change Day (in October) established by the project, will become an annual event to continue providing topical information to the inhabitants of the area for improved resilience against the climate. Regional authorities are trained and motivated to continue attracting investments to the area for the implementation of adaptation measures designed and prioritized through the activities conducted by the project with the local community representatives.

The project management team for the project was a success and through a thorough approach to monitoring of daily activities, reviewing the reports generated by experts and following progress towards project outcomes, has presented a best practice in results-based management and adaptive management. Monitoring and evaluation was applied as a tool to learn and improve the project in meeting the needs to the beneficiaries. Thus, the project generated many technical reports (hydrology, ecosystem, costs & benefits, integrated coastal zone management, agriculture, regional development and infrastructure, geomorphology and others) which provided a solid basis for adaptation measures to be designed and selected, but also are available for the further development of policies, plans and future projects and programmes.

Although implementation was slow to start with problems in procurement and recruitment, as well as some discord noted at the time of the mid-term evaluation between the implementing agency UNDP and the Ministry of Environment, Forestry and Water Resources, at the time of terminal evaluation the project had met its objectives and outcomes satisfactorily.

The following are the main lessons learned and recommendations which are discussed in more detail in section 4 of the report:

- The project is a ***best practise in terms of capacity development***: Through daily communication with stakeholders, the periodic monitoring of inputs (trainings, workshops), and with the placement of a local coordinator at the regional council in the project area, the project provided well-targeted skills and knowledge to its beneficiaries (regional authorities, farmers, educators, the public, etc).
- The project is a ***best practise in terms of a good system of results-based reporting and using monitoring and evaluation as a tool for promoting adaptive management***.
- The project made full use of opportunities for collaboration with projects and other initiatives and the integration of the DMRD's project results with others, thereby profiting from cooperation and avoiding duplication.
- Local community representatives were able to provide on-site explanation of trends and issues and historical information very specific to the area which complemented the expert data which was available through the more official channels.

- Both in its design (original inception) and in its implementation, this project is a ***best practise for supporting mainstreaming***. The project is highly based on regional development, dealing with a vulnerable environment (thus also a vulnerable community which is dependent on this environment for its livelihood -- subsistence agriculture). This project has also supported the country in the decentralisation of power by improving the capacities of the local and regional authorities to take responsibility for governance and looking for solutions.
- The project has been very well timed for exerting impact on development of the country . It is important for the UNDP Climate Change Program Unit and CO to follow-up in the coming months ahead to keep the various ministries and sectors aware and ensure that the ideas of the project are not lost.
- The project has established a solid basis which provides pertinent analysis on geomorphology, anthropogenic pressures and costs & benefits. The Government of Albania should use the opportunity to continue up-scaling of the project results and findings through the design of a comprehensive coastal management system for Albania which would follow the integrated coastal zone management (ICZM) approach.
- Resources should be invested at the final stages of the project to summarize and handover project experiences at a more global level such as: preparation of good guidance documents from the technical documents available under the project for distribution more broadly in UNDP and GEF adaptation projects; distribute a condensed technical report (summary of synthesis report); publish some scientific articles in international journals to demonstrate the key findings.
- The project has achieved great momentum for adaptation issues in the region of Drini-Mati River Deltas (DMRD). People are fully engaged, aware and feel a high level of ownership for the adaptation measures proposed. It is very critical at this stage to capitalize on this momentum and to follow-up, as soon as possible with real investments in adaptation measures.
- One of the capacity gaps still of cause for concern is that of the protected areas in the DMRD which would highly benefit from increased technical support, however there also needs to be an improvement in political support for the overall system of protected areas for any further investment to be sustainable.

ACRONYMS

CBA	cost-benefit analysis
CBD	United Nations Convention on Biodiversity
CC	climate change
CDR	Combined delivery reports
CEMSA	EU project "Consolidation of the Environmental Monitoring System in Albania"
CO	Country office
CPAP	Country Programme Action Plan
CSSE	Cross-Sectoral Strategy for Environment
DMRD	Drini-Mati River Deltas
FAO	Food and Agricultural Organization of the United Nations
GEF	Global Environmental Facility
GEF OFP	GEF Operational Focal Point
GTZ	German Association for Technical Cooperation (also known as GIZ)
ICZM	Integrated Coastal Zone Management
IEMS	Integrated Environmental Monitoring System
IUCN	International Union of Conservation of Nature
M&E	Monitoring and evaluation
MOEFWA	Ministry of Environment, Forestry and Water Administration
MTE	Mid-term Evaluation
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity for Self-Assessment
NEX/NIM	National Execution and National Implementation modality. Both terms refer to basically the same management approach in UNDP but are used interchangeably due to the fact that prior to 2010, the modality was referred to NEX and after 2010 -- NIM.
NPD	National Project Director
NSDI	National Strategy for Development and Integration
PAs	protected areas
PIR	Project implementation review
PMU	Project Management Unit
POPs	Persistent Organic Pollutants
PPG	Project preparation grant
PSC	Project Steering Committee
RBEC	Regional Bureau of Europe and CIS countries
RTA	Regional Technical Advisor
SCCF	Special Climate Change Fund
SPA	Strategic Priority on Adaptation
SRF	Strategic results framework
TE	Terminal evaluation
ToR	Terms of reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNFCCC	United Nations Framework Convention on Climate Change
WB	World Bank

1. Introduction

This report presents the findings of a Terminal Evaluation (TE) conducted by independent evaluator Silvija Nora Kalnins for the UNDP/GEF Project “Identification and Implementation of Adaptation Response Measures in the Drini -Mati River Deltas” implemented in Albania.

1.1. Purpose of the evaluation

The objectives of the evaluation, as described in the Terms of Reference (Annex A) are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE was framed using the criteria of relevance, effectiveness, efficiency, sustainability and impact as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed projects. It also evaluated the strengths and weaknesses of project design, implementation, monitoring and adaptive management and sustainability of project outcomes. The evaluation covers the entire project including non-GEF financed components.

1.2. Scope and methodology

As a terminal evaluation, the focus is on the project's success in achieving results, paying more attention on the output-level to those activities not covered by the mid-term evaluation in April-May 2011 (i.e. more detail in assessment of progress was concentrated on activities after May 2011, follow-up actions to the mid-term evaluation recommendations and subsequent management responses). Additionally, lessons learned and recommendations in the TE were formulated, in light of the fact that less than a month remains for project implementation. Thus, with little time and other resources available within the project at time of the report, the recommendations on improving sustainability of the benefits from the project and on lessons learned are primarily to be applied by UNDP Albania (and its Climate Change Programme) and/or GEF in future programming.

The evaluation was conducted in accordance with the “*GEF Monitoring and Evaluation Policy*”. The evaluation took into account GEF evaluation objectives at the project level: (i) promote accountability for the achievement of GEF objectives; including the global environmental benefits; and (ii) promote learning, feedback and knowledge sharing on results and lessons learned among the GEF and its partners.

This terminal evaluation provides evidence-based information that is credible, reliable and useful. The evaluator followed a participatory and consultative approach. The evaluator used the following methods to collect information and data:

- *Evaluation Matrix:* The evaluator used the evaluation matrix included in the ToR and expanded it, in accordance with the “*UNDP-GEF Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed projects*”, with questions which were used as a basis for extracting information from documents reviewed and for conducting interviews (Annex E).
- *Documentation Review:* Conducted by the evaluator throughout the assignment (Annex D).
- *Interviews:* Conducted with key stakeholders (Annex C). The interviews were partially structured by application of the evaluation question matrix. Most interviews were conducted in person in Albania from 8-12 April 2013. The interviews with the International Technical Advisor, current and previous Regional Technical Advisor on adaptation were conducted via skype on 12 & 23 April, and 6 May, respectively.
- *Field Visit:* As per the ToRs, the evaluation included a 5 day mission to Tirana (Annex B), which included interviews in the Lezha region, and the Fushe Kuqe, Shengjini and Shenkoll communes. This also included site visits to the areas of concern of the project and the targeted sites for adaptation measures along the shore of the Adriatic (site for proposed beach nourishment along the Kune shoreline, area near Kune island for improvement management

of the communicating channels between the lagoon and Adriatic sea, site of project dune planting on the shoreline of the Vaini area).

- *De-briefing and addressing comments:* The fourth day of the mission (April 11) was devoted to a de-briefing and presentation of initial findings and recommendations. The evaluators took note of comments made by those represented at the meeting. In addition the draft report was circulated for comments upon its completion. The evaluator received comments from the project management team and the UNDP RTA. These comments were addressed and integrated in the final report which was submitted on 3 June 2013.

1.3. Structure of the evaluation report

The report follows the structure provided in the ToR whereby the project description and development context is provided in section two of the report. This section is followed by a section detailing findings of the evaluation which is divided into findings on: i) project design/formulation; ii) project implementation and iii) project results. The sub-section on project implementation includes ratings for "monitoring and evaluation" and "UNDP and Implementing partner implementation" whereby the ratings for i) overall results (attainment of objectives), ii) relevance; iii) effectiveness and efficiency; iv) sustainability; and v) impact are contained within the sub-section on project results. A section with conclusions, recommendations and lessons learned completes the report, along with relevant annexes.

2. Project description and development context

Albania is a small country with a land area of 28,748 km². Albania is located in Southeastern Europe, bordering Serbia and Montenegro to the north, The Former Yugoslav Republic of Macedonia to the east, and Greece to the south. To its west lie the Adriatic Sea (sandy shore) and Ionian seas (rocky shore) with a coastline of 447 kilometers. The Lezha region, within which the project activities were conducted spans an area of 1,619 km² (5.6% of the territory of Albania) divided in three districts: Kurbin, Lezhe and Mirdite, comprised of five municipalities and 16 communes. The region has a coast line of 38 km and includes the Drini and Mate River deltas. The coastal communes which surround the DMRD are: Shengjin, Shengkoll and Fushe Kuqe.

The concept for the project arose from the First National Communication (FNC) on Climate Change which highlighted the Drini-Mati Delta system as Albania's top adaptation challenge. Based on assessments of impacts of climate change, including variability, the DMRD has been identified as a critically vulnerable region in the country. The Drini river cascade and issues related to its vulnerability and adaptation continue to be important in the Second National Communication. Climate change scenarios from Albania's FNC predicted an annual increase in temperature of up to 3.6°C, a decrease in precipitation by 12.5% and consequent reduction of water resources and arable land by 2100. Increase in sea surface temperatures, sea level rise of up to 61 cm in the coastal zone, more frequent and intense floods, frequent inundation and longer submersion of low lying coastal areas all place additional stress on species, pose risks to habitat loss and impact the livelihoods of local communities.

The Drini and Mati River Deltas (DMRD) are two of three deltas found on the northern Adriatic coast of Albania. Drini is the largest and most complex of these three, consisting of a compound system of sandy belts, caps, bays, lagoons and island areas. The DMRD harbors significant biodiversity values, and this is recognized under the National Biodiversity Strategy and Action Plan (NBSAP, 1999) as well as within the subsequent National Reports to the Convention on Biodiversity (CBD).

The Lezha region is one of the poorest regions in Albania. The population in 2010 was estimated at 158,829 which has increased from 95,260 inhabitants in 2005. The majority of the population lives in rural areas (around 60%). The region is located at the heart of the main transportation road that links north with the south and east to the west and is in close vicinity of main seaports (Dures and Shengjin). This

makes it easily accessible at the national level and also to neighboring countries (Montenegro, Kosovo, Macedonia, etc). Despite its development potential, Lezha region has a relatively high unemployment (24.2%) which is 10.7% above the national average. 56.6% of the labor force are employed in the private sector, of which about half are engaged in the private agricultural sector (including fisheries).

The project strategy was to take an "adaptive capacity approach" and assess the DMRD ecosystem with respect to its adaptive capacity at the time and propose ways in which adaptive capacities could be increased to better cope with climate change, including variability.

2.1. Project start and duration

The originally planned duration of the project was 4 years. GEF CEO endorsement for the project was received on 17 March 2008 as a Medium-sized project under the Strategic Priority on Adaptation (SPA) which has since been closed. UNDP signed the Project Document with the Government of Albania on 22 and 27 May, respectively. This placed the closure of the project as May 2012. However, upon the recommendation of the mid-term evaluation a no-cost extension was conducted and the project was extended until 31 May 2013.

2.2. Problems that the project sought to address

The project sought to bring the impact of climate change and adaptation issues into the sustainable development and planning processes in the DMRD, as well as in the programming activities. In the FNC it was noted that climate change was expected to occur at a rapid rate relative to the speed at which ecosystems can adapt and reestablish themselves and through the direct effects of increased atmospheric CO₂ concentrations. Therefore the project would stimulate the adoption of policies and practices which could directly assist species in adjusting to climate change.

The main barrier preventing the consideration and integration of adaptation to climate change in the development programming of the region was the absence of institutional and individual capacities to undertake a rigorous assessment of climate change impact on biodiversity, and apply this knowledge to raise awareness and prioritize development choices that take into account the consequences of CC on the coastal ecosystem of the DMRD. Specifically the project sought to address the following barriers:

- There was no observation and forecasting capacity in the coastal region;
- Adaptation needs were not considered in coastal planning;
- Programmes and projects directed towards protection of the unique coastal compound ecosystem of DMRD did not accommodate CC concerns;
- There was a limited understanding of the coastal habitat change instigated by CC that could lead to the combined efforts for autonomous and planned adaptation.

2.3. Immediate and development objectives of the project

The overall development goal of the project was to assist Albania in establishing a mechanism by which strategies to moderate, cope with, and take advantage of the consequences of climate change were to be enhanced, developed and implemented. The specific objective of the project was to build the adaptive capacities in the DMRD to ensure resilience of the key ecosystems and local livelihoods to climate change. This objective was to be achieved through three outcomes:

1. Capacities to monitor and respond to anticipated climate change impacts in the DMRD at the institutional and community levels developed through the following outputs:

- a system for monitoring climate change and its impacts on the DMRD ecosystem is in place
- local government institutions have the capacity to analyze data on climate change variability and associated ecological impacts and integrate this into decision making

- community capacities to understand the impacts of climate fluctuations and expected changes on natural ecosystems and local livelihoods are developed

2. DMRD region's conservation and development programmes, plans and policies integrate climate change risks and take local pilot actions for coastal adaptation, to be realized through the following outputs:

- a package of amendments to biodiversity conservation activities within protected areas of the DMRD aimed at integrating adaptation measures is prepared and implementation is initiated
- a package of amendments to sustainable development activities in the wider landscape surrounding protected areas in the DMRD aimed at integrating adaptation measures is prepared and implementation is initiated

3. Capacity for adaptive management, monitoring and evaluation, learning, and replication of project lessons developed through these outputs:

- system for monitoring and evaluation of project impacts established
- communication strategy and knowledge products developed

2.4. Baseline indicators established

The baseline indicators established under the project are reflected in the table below:

Goal	Indicator
Objective of the project : To build adaptive capacities in the DMRD to ensure resilience of the key ecosystems and local livelihoods to climate change.	Enhanced resilience of DMRD coastal area covering approximately 140 km ² due to adaptation measures
Outcome 1 Capacities to monitor and respond to anticipated climate change impacts in the DMRD at the institutional and community levels developed.	Capacities to monitor and respond to anticipated climate change impacts in the DMRD at the institutional and community levels developed
Outcome 2 DMRD region's conservation and development programmes, plans and policies and climate change concerns in the DMRD integrated	<p>Development programmes/ plans have been modified to address climate change adaptation measures (such as environmental zoning of the coastal area, tourism development, agriculture development, wastewater and sewage development plans)</p> <p>Implementation of adaptation response measures, as part of the development programs in the DMRD, initiated</p> <p>Ability of the protected area network to provide effective protection to DMRD's globally significant biodiversity against climate-related risks is increased. Indicators for monitoring this are based on the GEF's METT approach of using proxy indicators, as follows:</p> <p>1) Increased territorial coverage of PAs in the DMRD to increase habitat heterogeneity, corridors, etc</p> <p>2) Management plan of expanded protected area takes into account climate information to define and implement additional conservation activities specifically targeted to increasing resilience to climate change (e.g., restoration of coastal dunes and other measures identified by the project)</p>
Outcome 3 Capacity for adaptive management, monitoring and evaluation, learning, and replication of project lessons developed	<p>Knowledge and capacity for upscale and replication is in place</p> <p>Number of queries from other donors</p>

2.5. Main stakeholders

The project had a very detailed stakeholder analysis and involvement plan which defined four main stakeholder groups (national level stakeholders, regional level stakeholders (Lezha region), local level stakeholders and donor agencies active in the Lezha region) with over 30 stakeholders listed in total among these groups. The responsibilities and field of activities for each were listed with a corresponding relevance to biodiversity or reason for inclusion.

The different roles identified for the main stakeholders were:

National level

- Ministry of Environment, Forestry and Water Administration (leads the PSC, Executing agency for all GEF projects, responsibility of the GEF Focal point, policy advice, potential data provider, technical expertise, facilitation of mainstreaming of BD issues into national-level planning and policies, recommendations on synergies with conventions and other international commitments of the country on BD, PAs, water administration, etc);
- Ministry of Agriculture, Food and Consumer Production (policy advice, potential data provider);
- Ministry of Tourism, Culture, Youth and Sports (policy advice);
- Institute of Hydro-Meteorology (leading role for V&A, technical expertise, data provider);
- University of Tirana (technical expertise).

Regional level (Lezha region)

- Lezha region Quarku (direct collaborator of the project);
- communes in the region, Regional Environment Agency (Lezha), Water Basin Committee (main collaborators of the project).

Local level (Lezha region)

- Lezha municipality, Forestry Directorate (main collaborator);
- Education directorate (targeted for involvement in the education and awareness raising component).

Donor agencies

- European Commission, World Bank (key partners);
- REC (data provider).

As witnessed by this list of only the main stakeholders and their roles, then the project's strategy was formulated around the ability to coordinate and collaborate with a large number of different players at least four levels. This type of approach is absolutely necessary for the topic and only the engagement of and the generation of specific inputs from these stakeholders in the project could result in reaching the objectives set out.

Currently, at project close, the entities above have not changed, but there have been changes in responsible parties representing these institutions over time due to local elections in 2011.

2.6. Expected results

The project was expected to result in global environmental benefits through raising the knowledge at the local and regional level of the global environmental issues. With a process of decentralization, an increase of responsibilities were devolved to Quarks from 2000. These responsibilities would include environmental protection and management of natural resources, however the knowledge of these issues at the local and regional levels were primarily confined to the immediate local problems. Due to the high vulnerability of the DMRD region, improved knowledge and better information on the global environmental issues in the area would help to minimize and manage adequate response policies and measures in a sustainable manner.

Table 1. Project expected results

Objective	Outcomes	Outputs
To build adaptive capacities in the	Capacities to monitor and respond to anticipated climate change impacts in the DMRD at the	A system for monitoring climate change and its impacts on the DMRD ecosystem is in place
		Local government institutions have the capacity to analyse data on climate variability and associated ecological impacts and integrate this into

DMRD to ensure resilience of the key ecosystems and local livelihoods to climate change.	institutional and community levels developed	decision making Community capacities to understand the impacts of climate fluctuations and expected changes on natural ecosystems and local livelihoods developed
	DRMD region's conservation and development programmes, plans and policies and climate change concerns in the DMRD integrated	A package of amendments to biodiversity conservation activities within protected areas of the DMRD aimed at integrating adaptation measures is prepared and implementation is initiated
		A package of amendments to sustainable development activities in the wider landscape surrounding protected areas in the DMRD aimed at integrating adaptation measures is prepared and implementation is initiated
	Capacity for adaptive management, monitoring and evaluation, learning, and replication of project lessons developed	System for monitoring and evaluation of project impacts established
		Communication strategy and knowledge products developed

The Ministry of Environment, Forestry and Water Administration and UNDP Albania signed the project on 26 May 2008. The total budget of the project is 1,959,525 USD of which 975,00 USD is funded by GEF, 60,000 USD by UNDP and 90,000 USD by the Government of Albania. Additional contributions totally 834,525 USD were expected to be contributed by:

- the Government of Albania in the equivalent of 50,000 USD in-kind contribution through policy support provided the project via the Directorate of Nature Protection and Climate Change Unit/Program, and 740,000 USD parallel funding to cover the costs of providing protection to the globally significant biodiversity in the DMRD by designating a special status of a protected area under the IUCN system of categorization.
- REC (Regional Environmental Centre) through parallel funding of 44,525 USD which was expected to finance at least two NGO grants in the project area through the REC Granting program.

3.1. Project Design/Formulation

The project was designed using the work that came out of the First and Second National Communications to the UNFCCC as a basis. In addition, the Drini-Mati delta system was also identified as a significant area in terms of biodiversity values through the National Biodiversity Strategy and Action Plan (NBSAP). The project was formulated and submitted under the Strategic Priority on Adaptation (SPA) which placed a certain framework and constraint (alternatively, opportunity) on the way the project was designed.

The SPA operational guidelines outline the principle of the “double increment” whereby the activities designed to produce or protect global environmental benefits would comprise the first increment, and the second increment would derive from the requirement to “ensure the robustness and resilience” of the global environmental benefits (GEF Council 2005, p. 7). The agreement was that costs associated with the first increment would be funded by the GEF focal areas and those associated with the second increment would be funded by the SPA pilot. Thus, the project design for the DMRD took this in account in its design and each component in the project has a SPA and GEF increment.

" .. [The DMRD project] provides an example of a rationale for the selection of adaptation options in the biodiversity sector ... however, the measures themselves are identified at a high level (strengthening existing management regimes)"

- Evaluation of SPA (2011)

The Evaluation of the SPA which was conducted in 2011 notes that the Albanian SPA project "Identification and Implementation of Adaptation Response Measures in the Drini-Mati River Deltas" proposes expansion of the existing network of protected areas to secure biodiversity global environmental benefits as well as measures designed to remove human-induced threats to those benefits (such as deforestation and uncontrolled land use). These activities are supplemented by adaptation measures designed to make the protected areas more resilient to climate change: extension of the zones, modifications to the management regimes, as well as some rehabilitation of fragile ecosystems. The adaptation measures are applied directly to the global environmental benefits and to the threats affecting them. The evaluation goes further to note that in very few cases was this double increment actually calculated, since the activities and components designed to enhance the global environmental benefits became mixed with the activities designed as adaptation measures. This was viewed as particularly true for projects entailing natural resource management or community development, where many of the activities designed to enhance global environmental benefits also have a positive effect on adaptation to climate change. This importance of the observation of this evaluation conducted on the financial mechanism as a whole is to demonstrate the challenges the project design faced and the opportunities it provided for project formulation to address issues on adaptation from which biodiversity could benefit.

The MTE notes the weaknesses in design that have evolved (as the TE evaluator believes) partially due to the requirements tasked under the SPA funding mechanism. These include the project's unbalanced argumentation in respect to climate change, rather than biodiversity. The MTE, in its scrupulous analysis of the project design notes that the project "appears to have been written primarily by one of more climate change specialists which makes the climate change sections strong, but the biodiversity ones weak" and "the level of impact associated with climate change .. overstated". Another weakness in the design related to the distribution of financial resources is that in a project of this nature, which plans to work with a large and diverse group of stakeholders (see section 2.5) and to apply a full range of mechanisms to engage, coordinate, communicate and get feedback and information from these stakeholders (see section 3.1.4), one needs to anticipate that a larger proportion of project funds will need to be allocated for project management. The terminal evaluator presumes that the project management costs (appearing as the 4th section "Project Management Unit" in the original project document budget) were kept at about 10% due to UNDP and or GEF guidance not to exceed a certain percentage of total project costs. However, it might be valuable to consider in future projects with similar intensity and diversity of stakeholder and community engagement that the real management costs during implementation are higher.

3.1.1. Analysis of LFA/Results Framework (Project logic, strategy; Indicators)

The TE reviewed the conceptualization of the project summarized in its strategic results framework, which included the results that were expected and the respective indicators, the baseline, targets set and their sources of verification. The MTE made several recommendations in his report for changes in the log-frame and the project indicators which are copied in the table below:

Table 2. Recommendations of the mid-term evaluation on adjustments to be made to the SRF

The MTE recommends the Objective Indicator in the log-frame is changed to exclude the example provided to increase clarity and remove inconsistency with the wording of the Objective.		
Suggested change		
From: Enhanced resilience of DMRD coastal area covering approximately 140 km2 due to adaptation measures (e.g. rehabilitation of dune systems). To: Enhanced resilience of DMRD coastal area covering approximately 140 km2 due to adaptation measures.		
The MTE recommends Project indicators and targets are re-examined and minor changes effected to improve clarity.		
Indicator	Suggested change	Reason
O1.1 indicator	Change from: 50-60% of organizations and /or population with access to climate change impact information and adaptation options for DMRD coastal area To: Climate change impact information and adaptation options for DMRD coastal area made accessible to local organizations and population	Indicator currently mixes target and indicator
O1.1 End of Project Target	Change from: By project end, there is systematic data and information on the physical and biological impact on the DMRD ecological system as a result of climate change To: By project end, 60% of local organizations and / or population given access to systematic data and information on the physical and biological impacts of climate change on the DMRD ecological systems	Currently no quantification in the target
O2.3 indicator	1) Increased territorial coverage of PAs in the DMRD to increase habitat heterogeneity, corridors End of Project Target – change from: 26,000 ha To: 9,394 ha	Figure in log-frame is an error. The total area of the three communes is only 14,840 ha so the current figure in the log-frame for PA extension represents almost twice this area – clearly impossible. The proposed figure is the real measurement for the area that was intended to be added to the PAs at the time of Project's design.
O2.3 End of Project Target	Change from: At least 2 types of resilience measures specifically aimed at increasing coping capacity of the ecosystem to CC are undertaken within the PA management plan To: At least 2 types of resilience measures specifically aimed at increasing coping capacity of the ecosystem to CC are taken into account within the PA management plan	The target and the indicator are currently at odds with each other – the wording of the target implying that the resilience measures have to be completed on the ground, while the indicator implies they simply have to be "taken into account". The change brings the target into line with the indicator.

The PMU and the RTA responded to the MTE's suggestions and the log-frame was adjusted accordingly. At this stage, with the amendments to the strategic results framework, the project's logic is clear and strategy -- sound. Considering the development process in Albania at the time, the emphasis on the programming, plans and policies was appropriate. The one design issue that seemed to have presented an on-going problem for the PMU was the title of the project to include the 'implementation' of adaptation response measures (not just identification). The project resources clearly were not allocated to be able to implement any hard measures within the project lifetime, however the title mislead local and regional stakeholders into expecting larger investments in measures.

Another issue regarding the SRF and the corresponding indicators is that, although the project focuses on the importance of biodiversity, protected areas in the DMRD and indicators are defined under outcome 3 for increased territorial coverage of PAs and management plans, there are no specific indicators or targets on development of the capacities of PAs employees. The TE evaluator admits, that this is only apparent in retrospect and that the extent of the weaknesses of capacities (and resources) at the protected area administration(s) would have been difficult to estimate during the project design in 2007. There is also no capacity assessment of this particular group to provide a comparison of growth, and thus it could very well be that the capacities have been increased, but are still fairly low due to other external circumstances.

3.1.2. Assumptions and Risks

The assumptions of risks identified at project start-up were:

- baseline projects aimed at promoting sustainable development in Lezha region in general and addressing human induced threats to biodiversity in particular are successful in meeting their baseline objectives;
- There is political stability and national and local governments' interest in promoting adaptation objective under the UNFCCC remains as strong as it has been under the FNC, TNA and SNC;
- Local communities in Lezha Region understand climate change implications and are supportive of proposed adaptation measures
- Access to high-quality training resources can be effectively obtained;
- Local authorities and project teams responsible for implementing regional plans, strategies and projects are open to integrating adaptation measures;
- Socio-economic and political stability enables a focus on sustainable development by all Regional Councils.

Furthermore a risk log was created electronically wherein one can see that the project has catalogued the different risks which have emerged during the project lifetime (delays in implementation, limited budget to implement engineering restoration activities, engagement of newly-elected local politicians and the Ministry of Environment's staff) and the responses which have been made by the management team.

During the MTE the risk management of the project was criticized for not having been updated twice a year as required by UNDP procedure and the evaluator suggested to introduce a management response to the lack of engagement by the MOEFWA witnessed by the evaluator at the time. In June 2011, the risk log has been added with a political risk "Ability to fulfill the outcomes/outputs due to limited engagement of the Ministry of Environment staff" and a management response to this risk by proactively engaging the technical and decision-making level(s) of the Ministry to achieve smooth implementation of project activities. During the course of interviews with MOEFWA it was clear that both the technical staff and decision-making officials from the Ministry were very involved in the project and thus this particular risk which was a very large concern during the MTE was addressed with appropriate management responses to mitigate it and achieve a high level of Ministry engagement by the time of the TE mission.

Nine other risks are catalogued in the risk log; organizational (4), operational (2), financial (1), other (2). These all have appropriate responses and they have been mitigated as verified by the TE. The delays in project implementation were solved through the extension of the project, and through tight supervision of experts inputs to shorten the delivery schedule. The gap in knowledge on climate change and adaptation issues with changes in political leadership and staff at the local level in 2011 was addressed through capacity building of the staff, meetings with the new leadership to transfer knowledge efficiently. Although the log may not have been updated more than once a year, the log (and the project results reached at final term) indicates that the risks were tracked by the PMU and appropriate action was taken to mitigate emerging risks on the several types of risks. This is one of the aspects why the project implementation in regards to adaptive management rates so highly as described further in 3.2.1.

The only aspect in regard to risk management which is cause for concern at the terminal evaluation stage is the fact that there were no 'environmental' risks logged in ATLAS. As reported by the PMU and stakeholders in the region, the number and intensity of extreme events, as well as the subsequent damage resulting from these have increased over the past years since the project has commenced. Although this is not something the project can control, this fact has certainly affected the dire necessity of adaptation and has probably also increased the need for hard measures than was perhaps estimated during the project

start-up. Similarly, the low capacities (and the low political priority) in the protected area administrations in Albania is also a risk that should have been logged. The TE recognizes that the PMU and UNDP-CO is fully aware of these issues and there have even been attempts to improve the situation, however inclusion of this risk would provide a more complex picture of the challenges faced (and addressed) by the project during its implementation.

3.1.3. Lessons from other relevant projects incorporated into project design

This particular project was the first in adaptation implemented in Albania and also one of few in the region that was being developed to being implemented under the SPA. In this respect it is difficult to speak of highly relevant projects from which this project design could benefit as "the DMRD adaptation project was among the first adaptation projects globally where we all had a steep learning curve" (former RTA, K. Chachibaia). Nonetheless the project design certainly benefited from the projects implemented by UNDP under the UNFCCC. The project strategy seemed to have benefited from the processes similar in projects preparing national communications to the conventions - working with a wide range of stakeholders, clear vision on different sources to collect data, the role of short-term national consultants to provide high-level expertise in different thematic areas.

Although not mentioned explicitly, one can presume that the exercises conducted under the National Capacity for Self-Assessment which was finalized in a report in 2006 contributed to the DMRD project design. This report mentioned issues, such as weak capacities to elaborate feasible strategies, plans and programs and a need to improve the management of protected areas, which have been dealt with within the project.

3.1.4. Planned stakeholder participation

The stakeholder participation planned under the project was very extensive. During the project design stage the Stakeholder Analysis arranged the various interested parties in four groups of stakeholders: national level, regional level, local level and donor agencies active in the Lezha region with a total of over 30 stakeholders as described in 2.5 above. It is clear from the Stakeholder Involvement Plan and from the description of the project outcome in the project document, that stakeholder participation and its successful implementation was the main foundation of the project.

Each outcome was built around the inputs and involvement of different players:

Outcome 1 was to draw from the work of the Hydro-meteorological Institute, building on methodologies used in the FNC, coordinate with the SNC V&A team; the introduction of different measures for the engagement of communities (civil society dialogue, Participatory Rural Appraisal, identification of an effective participation mechanism to employ local knowledge and experience in combination with the experience of the scientific community);

Outcome 2 planned to build on baseline programmes (WB Integrated Water and Ecosystems Management project and EU Environmental Legislation and Planning), facilitate dialogue through technical workshops and round tables and mainstream adaptation measures into on-going plans/activities lead by other agencies/organizations;

The main driver for Outcome 3 is centered on the coordination abilities of the PMU and the development of a communication strategy.

The intensity of participation and coordination of this project requires a lot of input from the project management to make sure that all interested parties are engaged, that components which are needed as inputs for further work are delivered on time and at the necessary level of quality, etc. Typically, because of the inter-dependency among stakeholders and initiatives to produce its own outcomes, such projects take a lot more time and spend a lot more resources (human and financial) on management than projects with more simple, stand-alone activities.

3.1.5. Replication approach

The replication of the project, as set in the original project document, was designed to share the experiences of the project with key stakeholders in other regions (particularly the Shkumbini River Basin and the Durres-Kukes Highway). In particular, the experiences of mainstreaming adaptation into sustainable regional development from this project were expected to be shared with the other two vulnerable regions through resources specifically set-aside for this purpose under Outcome 3.

3.1.6. UNDP comparative advantage

The comparative advantage for UNDP under this project was strong at the design stage due to the work UNDP had conducted in the country with assistance in the development of the National Communications to the UNFCCC. UNDP's dynamic approach to programming, which can provide added synergy and support to environmental issues via governance, economic development and gender issues was an asset to the project. A large comparative advantage for UNDP on climate change issues in Albania is its presence and involvement in the coordination and management of the UNDP Climate Change Unit established to support the MOEFWA on climate change issues. The presence of this unit provides additional support for the day-to-day implementation of the project.

Another comparative advantage identified through the comparison of UNDP-GEF projects to EU-funded projects, is the ability for UNDP project to be more flexible in adapting to changing situations. The adjustment of collaboration and partnership strategies, estimated inputs and individual activities are possible in order to achieve the objective and outcomes for which the project is designed.

UNDP was the implementing agency of the project and, through its Regional Support Centre, based in Bratislava, Slovakia, support was provided to the project at the design stage and throughout implementation.

3.1.7. Linkages between project and other interventions within the sector

As already mentioned under planned stakeholder participation (3.1.4), the project design was based on linkages with other interventions within the sector. At project start, the main linkages were identified with:

- Environmental Legislation and Planning (EU-ELPA project);
- Integrated Water and Ecosystems Management (GEF European Investment Bank project, IWEMP);
- on going efforts to strengthen the National Protected Area System (directed through different interventions channeled via the MOEFWA);
- community-level activities organized through REC and identified as parallel financing.

3.1.8. Management arrangements

The management arrangements developed during the project design stage were well thought out to represent the various functions required for sound project management (supervisory, day-to-day management and oversight/ quality assurance roles) as well as in order to ensure results. The project was executed under the UNDP National Execution modality and the General Director of Policies of the MOEFWA, who is also the GEF Operational Focal Point was delegated as the National Project Director (NPD).

The day-to-day management of the project was carried out through the UNDP Climate Change Program Unit. A full time National Project Coordinator was hired to manage the project, a full-time Project Technical Assistant and a Financial and Administration Officer. The Communications Officer for this project was shared with other project(s) within the structure of the UNDP Climate change Program Unit. A Local Project Coordinator was recruited in October 2009 and provided day-to-day coordination and

facilitation of activities and cooperation with stakeholders at the region and commune levels. An International Consultant joined the project in July 2009 in a part-time position and served to advise the project throughout the project life-cycle.

At the national level, the project's main implementing counterparts were defined as the Directorate of Nature Protection Policy and the Hydro-meteorological Institute under the MOEFWA. At the local level - the Regional Council of Lezha and the Regional Environmental Agency. A Project Steering Committee (PSC) with representatives from the different ministries relevant to the project, regional government, key donors and civil society was to be set up for overall guidance to the project and to provide inter-ministerial coordination.

3.2 Project implementation

The project implementation was very successful for this project. As noted already at the MTE, "the management team is of an inordinately high standard, among the three best that the MTE has seen in the 16 evaluations he has carried out for GEF". The designed management structure was improved upon by a decision made to expand the management structure to include a Local Project Coordinator, who concentrated on the coordination of activities at the local level. Thus, the management structure of the project during the implementation stage was organized as pictures in Figure 1.

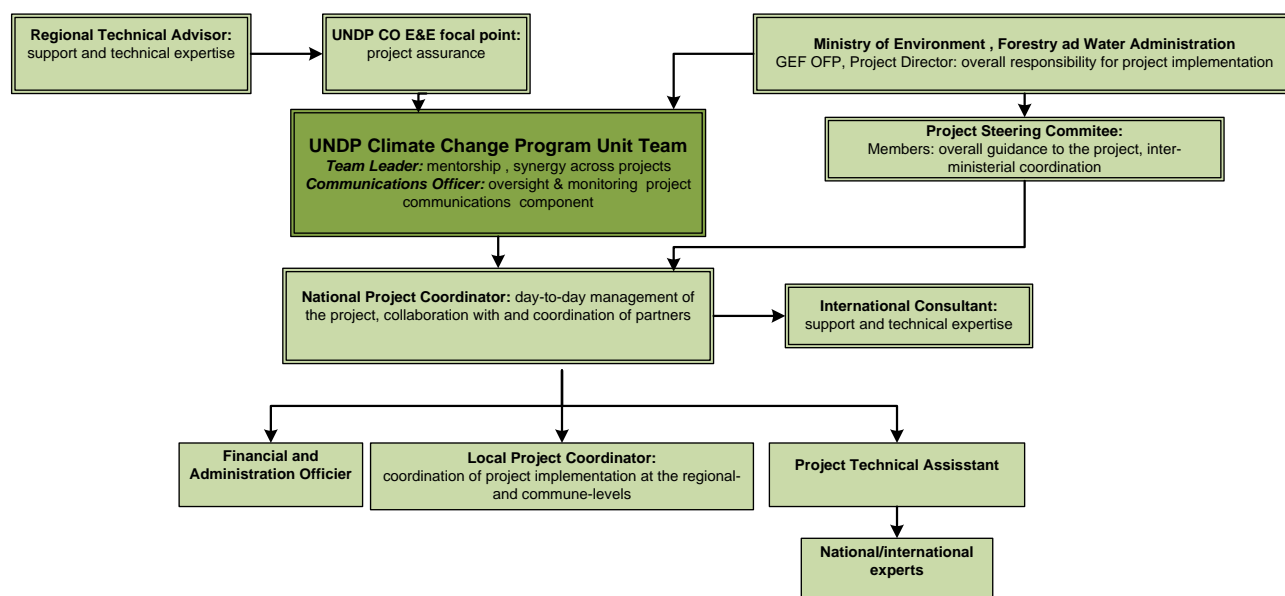


Figure 1. Arrangements across the main bodies contributing to the project management

Each individual as pictured in the management structure had a clearly defined role and contribution to the project management and supervision. The clarity in these roles seemed to have been steered and maintained by the National Project Coordinator, who had a clear vision on implementation and exercised several methods for monitoring progress and results. The role of the International Consultant was strengthened from that which was originally proposed at project design. Essentially, a consultant who was envisaged to be engaged during the inception phase, emerged as an international technical advisor which was a great asset to the project. The consultant provided technical expertise and advice, as well as helped to mobilize other international experts of high standard to provide input to the project.

The management team as a whole seemed to provide an environment which was highly open and responsive to partners.

3.2.1 Adaptive management

The adaptive management displayed during the first half of project implementation has been well documented in the Report on the Mid-term Evaluation: the employment of a Local Project Coordinator (LPC), not originally included in the project management structure allowed the project to improve cooperation and take full advantage of synergies at the regional- and commune-levels in the project. The LPC had a high capacity for networking and established good visibility for the project in the target area. He also prepared an inventory of all projects conducted at the regional level to provide data to the project's experts.

There were local elections in Albania in May 2011 during which a proportion of key stakeholders changed -- at a point in project implementation that was quite important. The project seemed to have adapted well and quickly regained its footing in the region by being flexible in providing information again to the new arrivals and re-printing certain publications (strategy on climate change & adaptation) which were significant to revive the same level of awareness as prior to the elections.

Several outputs have been adjusted in order to adapt to the interests of the stakeholders. In November 2011, during the national conference, the stakeholders raised the importance of developing concrete project proposals from the priorities selected for adaptation measures. As a result of this request, the PMU provided eight training sessions at the end of 2012 in order to develop 11 project proposals, published the proposals for distribution to donors and assisted the Regional Council of Lezha in organizing a donor meeting to present the proposal.

The additional partnerships described under 3.2.2 which were forged by the PMU and the added co-financing opportunities that were used (3.2.4) are a further indication of the adaptive management approach. The project did not confine itself to partners defined at the project design which meant that the only limits that existed for expansion was the amount of time which was available to forge and maintain these relationships. At least 2/3 of the persons interviewed stressed the project's responsiveness to their needs.

3.2.2 Feedback from M&E activities used for adaptive management

As a result of the MTE conducted in April-May 2011 (report was finalized only in January 2012), there were a number of problem areas identified by the evaluator:

- the MOEFAW was not fully engaged, particularly technically, in its role as the Project's main partner;
- slightly too much bias towards the local development agenda at the expense of the primary focus on increasing the resilience of biodiversity to climate change;
- too high expectations within the PMU of what the Project is attempting to do;
- slowness in the UNDP-CO leading to unnecessary delays in implementation.

The first indication at the TE that adaptive management was successfully applied in the project was that there were comprehensive management responses prepared by the PMU and UNDP CO to the MTE recommendations (19 recommendations were made in total) and that there was follow-up exercised. As a result, the main issues identified at mid-term were not observed at the stage of the terminal evaluation. Interviews with four representatives of the MOEFAW showed that the Ministry was fully engaged in the project and took great responsibility to provide continuity after the project ends, such as through organizing meeting of stakeholders and partners to promote integration of CC adaptation actions by uploading the Policy Paper prepared by the project on the MOEFAW website and facilitate a broad discussion.

The bias towards the local development which was a concern at the MTE stage was not observed during the TE interviews. Leaders of the communes interviewed made a clear connection between the actions of those living there and how this may affect the biodiversity in the region. One commune leader explained in detail on the proper management of the water channels in his area could improve the quality of the protected area. Although it is clear that local development is important, the values of the ecosystem of the local area are clearly considered as an important part for consideration within the context of development.

3.2.3 Partnership arrangements (with relevant stakeholders involved in the country/region)

All partners interviewed during the mission underlined the very good collaboration that they had with the DMRD project. The project management team seems to have sought out and used every opportunity to connect with other players working in the area of Lezha or on the topic(s) overlapping with their project, in order to establish maximum effect in the area. The CEMSA project expert noted that the DMRD National Project Coordinator sought them out right from the beginning and without the input of the DMRD project, the Integrated Environmental Monitoring System (IEMS) generated under CEMSA would not have included more specific CC indicators as this was out of the scope of the EU-IPA funded project. One monitoring station added to the IEMS was done so directly resulting from the suggestion of the DMRD project experts. Some of the hotspots identified within CEMSA were identified by UNDP. This partnership was conducted through common meetings between the projects and open exchange of information.

The partnership arrangements in this project far exceeded the expectations of the project design. In part this was due to mobilization of a local project coordinator who was located full-time in the Lezha Regional Council as a representative of the project. Thus, the engagement of partners on the regional and community level was expanded with close collaboration established with: the Council of Lezha Region (Directory of regional development and integration, Directory of territorial planning, projects and inspection), Lezhe Prefecture, (Office of civil emergency), Shengjini commune, Shenkolli commune, Fushe Kuqe commune, Directory of Agriculture and Food (Extension service office), Directory of Forests, Lezha district (Protected area staff), Directory of Forests, Kurbini district (Protected area staff), Agency of Mat River Basin, Lezhe, Directory of Drainage Board, Lezhe. The project also collaborated with the Directory of Education of Lezhe, Directory of Shengjini Port, the Lezha Regional Environment Agency and the Lezha municipality.

3.2.4 Project Finance

The accounting and financial system used by the project team is satisfactory for the management of this project. The system used is the ATLAS system and it produces accurate and timely financial information for the project team. The budget is distributed under the three project outcomes, including a fourth which is on project management. On 31 March almost 90% of the project finances were disbursed which is an indication that all will be fully disbursed by project finalization at the end of May.

As noted at the MTE, the project management funds versus planned have been grossly overspent. At mid-term the overspending was at 141% for this outcome which has increased further amounting to almost 230% in total and over 280% overspending from the GEF proportion. This overspending has been compensated (as shown in the total disbursement percentages) with a decreased financial allotment for outcome 2 (CC and adaptation integration in DMRD region's conservation and development programmes and plans) and outcome 3 (monitoring and reporting and communication, replication). Considering the nature of the tasks and input of the LPC and the overall weight of communication issues shared by the PMU, one may argue that a proportion of the expenses assigned to outcome 4 have actually been related directly (in case of the LPC) to achieving outcome 2 results or indirectly through the specific contributions of the PMU staff to outcome 3. The terminal evaluator did not conduct a more thorough analysis of the specific inputs under outcome 4 as this was not her task. Nonetheless the TE estimates (from previous experience in project budgeting) that a complete review of the disbursements will probably lower the proportion of tasks appropriated solely to project management by at least 20%, if not more.

Table 3: Total disbursement of funds by output and financial source from May 2008 to 31 March 2012

	GEF			UNDP			Gov. Albania			TOTAL		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%
Outcome 1	329 700	347 785	105,5	60 000	46 683	77,8	-	-	0,0	389 700	394 468	101,2
Outcome 2	243 500	135 201	55,5	-	-	-	40 000	18 214	45,5	283 500	153 416	54,1
Outcome 3	306 800	165 664	54,0	-	-	-	20 000	7 631	38,2	326 800	173 295	53,0
Outcome 4	95 000	273 978	288,4	-	-	-	30 000	14 102	47	125 000	288 080	230,5
TOTAL	975 000	922 628	94,6	60 000	46 683	77,8	90 000	39 947	44,4	1 125 000	1 009 258	89,7

Due to the effectiveness of its partnership approach, the project management team used all opportunities to engage partners and avoid duplication of activities which were being conducted by other partners. Thus, the TE feels that the project has increased its co-financing and parallel financing beyond that which was identified in the project document. The accurate calculation of the USD equivalent of these inputs and costs borne by other entities might not be worthwhile to clarify, however these include:

- costs for the office space and supplies of the Local Project Coordinator, who is hosted by the Regional Council of Lezha;

- coordination with the EU project "Consolidation of the Environmental Monitoring System in Albania" (CEMSA) which is assisting the MOEFWA in the development of the national monitoring system through the expansion and consolidation of an operational Integrated Environmental Monitoring System (IEMS). The DMRD project was able to work with the CEMSA-project to integrate climate change monitoring elements in the national monitoring system;

- as a result of collaboration with the working group for the Management Plan of Protected Areas in the framework of the project "Institutional Support to the management of Protected Areas in Albania" (IC/IUCN), climate change adaptation has been taken into consideration in the development of a standard for the structure of management plans for PAs;

- through coordination with German Association for Technical Cooperation, integrated climate change and adaptation measures in the development strategy for the Regional Council of Lezha.

Table 4 reflects the grant co-financing contribution from 31 March 2012 as reported by the Project and the in-kind and parallel financing reported through the last PIR 2012 exercise in June of 2012.

Table 4 : Co-financing on 31 March 2013 (cash contributions) and as reported from the 2012 PIR exercise (in-kind, parallel)

Co-financing (type/source)	GEF Grant financing (mill. US\$)		Government & NGOs (mill. US\$)		Implementing Agency (UNDP) (mill. US\$)		Other*		Total: (planned)
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
Grants	0,975	0,975	0,09	0,0399	0,06	0,0467	-	-	1,0093
In-kind support	-	-	0,05	0,0375	-	-	-	Lezha	+0,0375
Parallel funding	-	-	0,7845	0,5850	-	-	-	CEMSA	+0,5850
Totals	0,975	0,975	0,9245	0,6624	0,06	0,0467	-	TBD	+1,6318 (1,959)

*For the final project reporting purposes, the PMU could estimate the other in-kind support they have mobilized for achieving outcomes.

As reflected in the table, the co-financing figures have not yet met the planned 1,950 million USD as part of the commitment made at the signing of the project document.

As noted in section 2.6 above, the Regional Environmental Centre (REC) was to provide parallel funding to the GEF project through the implementation of community level adaptation response measures under the organization's Grant Mechanism for NGOs. These activities were to enhance opportunities for community level adaptation activities, however a discrepancy between REC's Grant Mechanism for NGOs and the DMRD project prevented the contribution from being fulfilled as planned. The REC Programme in Albania had to close by December 2010, and the deadline to give grants was spring 2010. At this time, the DMRD project had not yet identified the adaptation measures for implementation during the project lifetime and thus no grants to NGOs to implement on-site adaptation measures were provided. Nonetheless, given the commitment to provide parallel funding from REC, discussions were conducted between the project and REC to identify other project needs which the latter could contribute to and thus, support was provided for capacity building and/or awareness activities in Lezha and Shkodra (area in the north of Lezha that is under the pressure of similar problems).

Among the work performed by REC in respect to the parallel funding commitment were the following:

- A series of lectures on environment and climate change for students of the universities of Tirana and Agriculture (during 2009)
- Action plan to prevent natural disasters in low coastal areas (Shkoder) (October 2011);
- Training on environmental education, including climate change, for high school teachers (a four-day training module conducted in two phases during 2012);
- Identification of municipalities and communes that need support for flood and drought risk management in Albania and Kosovo (January – May 2013).
- Different awareness activities with high school children.

An audit of the project was conducted in 2013 for the 2012 financial year. The results of the audit were satisfactory (the highest evaluation level) and the auditors provided an unqualified opinion for the CDR (combined delivery report) of 2012 and for the Statement of Assets and Equipment. There were no high or medium risks identified.

3.2.5 Monitoring and evaluation: design at entry and implementation

There were several methods of reporting that were used by the project to monitor its progress. Progress reports were prepared quarterly in 2009 and 2010 and showed the activities that were to be conducted and the appropriated financing and relevant inputs (budget codes). Annual reporting was conducted through the annual work plans that were prepared at the end of each year for the following year. These work plans were prepared by the project management unit and then approved by the PSC.

Annual reporting on progress towards the objectives and outcomes is also conducted through the GEF PIR (project implementation review) procedure, whereby the project team, together with the UNDP-CO in Albania and the Regional Technical Advisor in Bratislava provide their rating of the project's progress for submission to the GEF. In these forms one can also see that the UNDP-CO has conducted regular visits to the project to monitor progress. Thus, in the latest PIR (submitted mid-2012) the UNDP Energy & Environmental Focal point had reported five monitoring visits in October, November and December 2011 and in January and June 2012.

Across the larger team of the project's staff and experts, the NPC developed a monthly system of tracking the progress and completion of each task. This table was circulated among the project team of national and international consultants but also to the Lezha Regional Council since a lot of the activities were also involving them. This system was effective in a large group of individuals who were directly responsible for separate tasks which were at a later stage to be reviewed (applied) by the group.

Another tool for monitoring the quality of project processes was the evaluation of the training and workshops conducted by the project. Evaluation forms were distributed after each workshop and included questions on the content of the event, how it was organized, the quality and information provided by the speakers (trainers), etc. The results of four events were summarized with over 80 respondents' forms indicating that almost 100% of those attending rated the events as 'very good' and 'good' in terms of their usefulness and ability to fulfill the requirements & needs of the participants. The transmission of theoretical knowledge was also rated 'very good' and 'good' by all participants except one in all the trainings evaluation forms. This indicates that the information was highly relevant and that the project activities could anticipate the needs of those involved accurately.

Changes in the GEF Monitoring and Evaluation guidance (2010) strengthened the role of Operational Focal Points in the evaluation of GEF projects. In this respect, the role of the GEF OFP in the UNDP-GEF projects reflects such a position as he is the Project Director for the DMRD project and in this position is well informed of the project and the monitoring of its progress.

The less formal methods for monitoring progress which were exercised across the project cannot be underestimated. The weekly engagement and availability of the UNDP Energy & Environmental Focal point to the NPC to discuss any issues of concern, the excellent rapport established between the PMU and the main counterparts at the Ministry and with the Regional Council of Lezha, the accessibility the National Project Coordinator had to the Regional Technical Advisor at the UNDP Regional Support

Centre -- all contributed to established a project with a **highly satisfactory** monitoring and evaluation system during the project implementation.

1. Monitoring and Evaluation	Rating
M&E design at entry	Satisfactory (S)
M&E Plan Implementation	Highly Satisfactory (HS)
Overall quality of M&E	Highly Satisfactory (HS)

3.2.6 UNDP and Implementing Partner implementation/execution coordination, and operational issues

The UNDP CO provided consistent support for the project and the overall quality of their role as implementing agency is rated as **highly satisfactory**. The main shortcomings of its role as an implementing agency for GEF funds was felt during the recruitment processes conducted for the project. Due to the specificity of the competencies required for the majority of the experts required, the selection process was long and sometimes required more than one call for applications. This caused frustration in the PMU, however the end result has been the recruitment of top experts. The rigidness of procurement rules and procedures for very specific tasks which require a range of professional compencies and skills is very difficult for small countries, where the pool of experts is not too large to begin with. The UNDP CO has understood this challenge and a roster of experts has now been established to lighten the access to short-term experts in the Third National Communication project.

The contribution of the UNDP-RBEC Regional Support Centre as part of the GEF implementing agency of the project in providing necessary project management support to the project team to ensure professional technical report and a reflection of the project progress in the PIR has been noted. The RTA also provided a global link in assisting in getting access to international professionals to join the technical team. The continued support and pro-active input of the Regional Support Centre will be intrumental in the final stages of the project to help the CO, the Climate Change Program Unit, the Government of Albania and Regional Council of Lezha in mobilizing resources for the implementation of adaptation measures.

The engagement of the MOEFAW as the executing agency for the project at the time of the final evaluation was rated and **highly satisfactory**. The representatives of the Ministry interviewed, which included officials at several levels at the Ministry, demonstrated great knowledge of the project activities and a firm vision on the use of the results to further impact. The GEF OFP demonstrated high ownership of the initiative speaking on the replication of the different measures identified along other coastline communities in Albania. He also noted the contribution of project assessments and information in the formulation of the Cross-Sectoral Strategy for Environment to include adaptation issues for the 2014-2020 period. The ownership of the outcomes generated also seemed high from part of the executing agency due to the relevance of certain aspects of the policy paper which will contribute to the approximation of EU legislation in Albania, through mainstreaming climate change adaptation. There was clear evidence of the commitment from the part of the Ministry representatives to use the information of the project for future initiatives (such as monitoring at the national level).

2. IA& EA Execution	rating
Quality of UNDP Implementation	Highly Satisfactory (HS)
Quality of Execution - Executing Agency	Highly Satisfactory (HS)
Overall quality of Implementation / Execution	Highly Satisfactory (HS)

3.3 Project results

Based on a desk review of project documents and on interviews with the PMU and key stakeholders, this section presents the findings of the terminal evaluation concerning the project results. The

evaluation of the results are structured around the GEF five major evaluation criteria; which are also the five internationally-accepted evaluation criteria set out by the Development Assistance Committee of the Organization for Economic Co-operation and Development. These are: *Relevance*, *Effectiveness*, *Efficiency*, *Results/Impacts* and *Sustainability*:

- *Relevance* relates to an overall assessment of whether the project is in keeping with its design and in addressing the key priorities to ensure that the obligations under the relevant UN Conventions are met and in keeping with the donors and partner policies, as well as with local needs and priorities.
- *Effectiveness* is a measure of the extent to which formally agreed end of project results (outcomes) have been achieved, or can be expected to be achieved.
- *Efficiency* is a measure of the productivity of the project intervention process, i.e. to what degree the outcomes achieved derive from efficient use of financial, human and material resources. In principle, it means comparing outcomes and outputs against inputs.
- *Results/Impacts* are the long-term results of the project and include both positive and negative consequences, whether these are foreseen and expected, or not.
- *Sustainability* is an indication of whether the outcomes (end of project results) and the positive impacts (long term results) are likely to continue after the project ends.

3.3.1 Overall results (attainment of objectives)

The activities of the project were channeled in different forms of interventions which looked at building the adaptive capacities in the Drini-Mati River Deltas in order to help vulnerable ecosystems and local livelihoods to adapt to climate change:

- *detailed data gathering, assessments, GIS data* has been collected and analyzed by the project experts to provide the area with precise data and information which is important to make informed decisions on planning and development processes and scenarios;

- *participatory exercises* and other dialogue-generating tools and exercises which involved a broad range of stakeholders and developed a participatory approach to governance in the region, taking steps in addressing social inclusion issues in the area as communities took part in the prioritization of adaptation measures to be implemented in their area;

- *training and capacity strengthening* through a variety of specifically targeted seminars and workshops, including special expertise workshops via which concrete results were achieved, such as drafting adaptation plans together with the communes, drafting proposals for adaptation measures with the regional council staff, etc;

- *awareness raising* through seminars, publications and other initiatives (competitions, Climate Change Day in the region of Lezha) increased knowledge of the public on climate change and on the pressures on biodiversity in the DMRD.

Table 5. Achievements of Project Outcome 1

Performance Indicator	Target	Achievements
Outcome 1. Capacities to monitor and respond to anticipated climate change impacts in the DMR at the institution and community levels developed.		
50-60% of organizations and / or population with access to climate change impact information and adaptation options for DMRD coastal area.	By project end, 60% of local organizations and/ or population given access to systematic data and information on the physical and biological impacts of climate change on the DMRD ecological systems.	<ul style="list-style-type: none"> - Integrated Ecosystem Monitoring Programme developed. This system is combined with early warning, to broadcast real time information related to weather extremes to the local government - Alert system for extreme events in DMRD area established to include Prefecture of Lezha and Regional Council of Lezha - integration of climate change indicators into the National Monitoring Program of Environment and integrated monitoring included in the monitoring scheme for the years 2012,2013 - detailed assessment of current (2009) status of ecosystems/sector in the DMRD area, climate change scenarios developed (2010), impact assessment reports on BD and other sectors with associated GIS data, habitats' map (2012), geomorphologic evolution and conceptual geomorphologic model to 2100, flooding map - detailed assessment of risks and CC impacts in a broad range of relevant fields (climatology, BD, agriculture, tourism, population & settlements, restoration measures, ICZM, legislation, etc), cost & benefits analysis

Considering the scope of the above achievements and the level of involvement of the communities, as well as the fact that the project has also achieved the integration of climate change indicators in the

national-level monitoring program, then it is clear that the target to provide access by the end of project to 60% of the local organizations and/or populations to systematic data on climate and adaptation has been reached. The alert system for extreme events in the DMRD region disseminates information on the weather daily to local community to inform of climate related disasters, which have caused considerable damage during the last few years.

In the process of reaching this outcome target, there have been a wide range of workshops organized to raise the capacities of the target groups:

- "Climate Change Risk Assessment" (September 2009)
- "Climate impact on ecosystems and economical sectors at Lezha area" (October 2009)
- Three workshops "Climate Change Impact on Ecosystems" in the communes (December 2009-January 2010) aimed at increasing knowledge, discussing ways to minimize damages caused by extreme events
- "Climate Change Risk Assessment. Part II" (May 2010) - risk-based adaptation toolkit developed with the contribution of local communities. Participants trained to develop CC adaptation plans
- Training on local and national experts on selection of potential adaptation/restoration activities to increase ecosystem resilience to CC (October 2010)
- "Economic Appraisal and Climate Change Adaptation Workshop" (November 2010) to present methods and tools for the cost-benefit analysis which can be applied for evaluation of potential restoration/adaptation activities
- Training on ICZM activities (two workshops in March 2011 in Tirana and Lezha) to provide basic understanding of integrated coastal management, to assemble key stakeholders to increase collaboration and to strengthen their capacities in ICZM, especially in respect to PAs
- Three workshops in communes for defining adaptation measures (April, May 2011) where proposed adaptation measures were discussed by the local experts
- National Conference (November 2011) presented climate risks, proposed adaptation measures, initiate wide discussion (over 90 participants present). First step in the prioritization of adaptation measures
- Eight training sessions on writing project fiches for implementation of adaptation (September-October 2012)

The various achievements of Outcome 2 are reflected in Table 6 are here also one can see that the project has achieved the planned targets. The only weakness, perhaps is that the national-level impact on policy development has not been fully implemented. The project assisted the MoEFWA in mainstreaming climate change adaptation in the Cross-Sectoral Strategy for Environment (CSSE) within the framework of the National Strategy for Development and Integration for 2014-2020. Although the adoption of the policy document is not under the control of the project, the project is closing without the ability to ensure that this document is not amended and/or adjusted before approval. Nonetheless, since the representatives from the MOEFWA interviewed during the TE expressed their commitment to the results of the project, then it is expected that, although the project will already be closed -- the integration of climate change and adaptation issues in the cross-sectoral strategy will occur and the MOEFWA will follow-up on the recommendations in the Policy Paper developed by the project.

In addition to the achievements itemized below, the project developed a synthesis report of the technical studies conducted in the DMRD which will be published and available in Albanian and English. This publication contains non-technical and technical summaries along with a synopsis adaptation measures, tools and methods which will be useful to a wide range to stakeholders within Albania and other countries where integrated coastal zone management is a priority.

Table 6. Achievements of Project Outcome 2

Performance Indicator	Target	Achievements
Outcome 2: DMRD region's conservation and development programmes, plans and policies and climate change concerns in the DMRD integrated		
Development programmes/ plans have been modified to address climate change adaptation measures (such as environmental zoning of the coastal area, tourism development, agriculture development, wastewater and sewage development plans)	By the end of the project, at least five baseline programmes and policies modified as a result of risk assessment and scenario planning exercise.	<ul style="list-style-type: none"> - adaptation plans drafted by 3 communes, new development plans of communes drafted - input to mainstreaming CC adaptation into cross-sectoral strategy for environment of MOEFWA - recommendations for integrating Adaptation Measures in Development and Infrastructure Plans/Programmes in DMRD area, namely <ul style="list-style-type: none"> • Regional Plan for Shkoder-Lezhe (2005-2020) • Bay of Drini Integrated Territorial Planning Study, Incorporating the Strategic Environmental Assessment Report • Regional Development Concept Lezha Region • Local Development Plans (Shënkoll and Fushe Kuqe Communes) • Local Environmental Action Plan Commune of Shengjin • Regional Environmental Action Plan Drini river delta, Shkodra - Lezhe • Regional Development Strategy Millennium Development Goals - "The standard structure of management plans [for protected areas] in Albania" has integrated CC adaptation - Concept of Regional Development for Lezha 2010-2015 includes the creation of " bio-corridors" to increase connectivity of coastal PAs and increase adaptive capacity of ecosystems to CC, prevention of coastal erosion and flood protection through use of traditional materials, update construction codes to take into account CC and sea level risk for new infrastructure and CC curricula in professional education system - CC and adaptation to be integrated into new sectoral strategies for a) tourism and agro-tourism; and b) forestry for Regional Council of Lezha - Mati River Basin Management Plan developed in the framework of EU Project "Implementation of the National Plan for Approximation of Environmental Legislation in Albania - Mati River Basin Management Plan" considers climate change & adaptation as an input by the DMRD project.
Implementation of adaptation response measures, as part of the development programs in the DMRD, initiated	By the end of the project, at least five adaptation measures designed and initiated.	<ul style="list-style-type: none"> - Policy Paper "Climate Change Adaptation in the DMRD and Beyond" recommends 7 policy strategies aimed at supporting Albania to take a more strategic approach to CC. Policy paper supported by the MOEFWA and to be uploaded on Ministry webpage for collecting comments -Integrated Ecosystem Monitoring as part of National monitoring Programme for Environment - dune planting conducted in the pilot area (0,5 ha coverage of <i>Ammophila arenaria</i>) of dune system project area - 11 project fiches prepared for priority adaptation measures
Increased territorial coverage of PAs in the DMRD to increase habitat heterogeneity, corridors, etc	9,394 ha	<ul style="list-style-type: none"> - the territorial coverage of PAs of Kune-Vain-Tale and Patok-Fushe Kuqe-Isheh are enlarged from 4500 to 9393.91 ha
Management plan of expanded protected area takes into account climate information to define and implement additional conservation activities specifically targeted to increasing resilience to climate change (e.g., restoration of coastal dunes and other measures identified by the project)	At least 2 types of resilience measures specifically aimed at increasing coping capacity of the ecosystem to CC are taken into account within the PA management plan	<ul style="list-style-type: none"> - a package of amendments for integration of adaptation measures into the management of PAs is drafted, comments by MOEFWA/Directorate of BD & Directorate of Water Resources and Fishery are reflected and revised - integration of CC impacts and adaptation measures into the Management Plan of Kune-Vain-Tale project area to be amended to the Kune-Vain management plan during its revision in 2015 - findings from the DMRD project are applied in the "Action Plan for the Conservation of Sea Turtles and their Habitats in Albania"

The table listing the achievements of Outcome 3 that are related to the targets set within the SRF. This outcome, however, had a lot more activity than this table leads one to believe. A great proportion of the work outlined under the output(s) under this outcome which have not been reflected in a concrete target is related to the communication and awareness raising component. These activities included:

- Development of a communications strategy specifically focused on integrating climate change concerns
- Update of the Adaptation Learning Mechanism webpage with new findings, actions and lessons learned
- Study tour in Lagoon Dranna and Evro River Delta of Greece
- Various awareness raising events conducted in local schools (high school and elementary-level)
- Many appearances in the national and regional media (TV and radio) with the participation of the Local Project Coordinator and other project experts. Presentation of project activities in the national and local media. Media field trip to raise the capacities of national and local journalists to present topics on vulnerability of the area and the likely CC impacts and pressures
- A TV program on climate change issue in Albania was produced and aired on the national TOP Channel
- Short documentary film on the main concerns of CC and the project findings uploaded on the UNDP Albania website and on YouTube
- Results presented in the UNDP Climate Change Adaptation Bulletin (Nr. 10, October 2012) and in Balkanweb (November 2012)
- brochures, leaflets and other awareness raising materials were published and distributed throughout the project lifetime, including the brochure "How we can adapt to climate change - Drini-Mati Rivers' deltas coastal area"

In addition to this, the project established an annual week which is dedicated to climate change and adaptation issues in the DMRD area (October). As a result of the success of this event, the local authorities have announced 10 October as "Climate Change Action Day"

Table 7. Achievements of Project Outcome 3

Performance Indicator	Target	Achievements
Outcome 3:		
Capacity for adaptive management, monitoring and evaluation, learning, and replication of project lessons developed		
Knowledge and capacity for upscale and replication is in place	By the end of the project, at least 2 other regions have requested a consultation and / or support of the adaptation project team to help mainstream adaptation in vulnerable districts	<ul style="list-style-type: none"> - as a follow-up to DMRD findings, the adaptation component of Albania's TNC will focus on development of adaptation action plan for the coast area, based on ICZM - the Miloti Commune (beyond the project area) has drafted and submitted a proposal to the Regional Development Programme for Northern Albania (financed by Austrian Development Agency and Swiss Development Agency). Prepared in partnership with the Fushe Kuqe commune within this project and used the DMRD project information for its baseline - training in cooperation with UNEP of representatives from 10 regional councils covering almost the whole territory of Albania on climate change and adaptation
Number of queries from other donors	By the end of the project, all donors who are active in vulnerable areas of Albania have had substantive discussions with the adaptation project team	<ul style="list-style-type: none"> - a donor meeting was conducted 23 April and the donors in attendance were: EU Delegation, GIZ, Austrian Development Agency (ADA), Italian Cooperation, Albanian Development Fund, USAID, IUCN - a measure proposed by the local community in the capacity building workshops has been considered by the Projects Facility Technical Assistance Window (IPF TA) Western Balkans

As part of the replication plan noted in the project document, the experience gained in DMRD has already been shared with coastal regions, namely Shkodra, Durres, Fier and Vlore, as well as other inland regions through workshops, national conference and dissemination of awareness materials and activities during the implementation of the Communication Strategy's Action Plan. Although the project has realized its potential in disseminating information on climate change and adaptation issues in Albania, more effort needs to be made in the final stage in increasing the dissemination of projects results on the larger scale.

As one of the first SPA projects, the DMRD lessons learned could be valuable to many other countries, if prepared and disseminated appropriately.

Further replication and scaling-up of the project findings and experiences (including developed skills of national experts) should be encouraged with a broader ICZM initiative in the country.

This information above demonstrates that the project has reached the outcomes that it has been designed for in a satisfactory manner.

Outcomes: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory(U), Highly Unsatisfactory (HU)	
Overall Quality of Project Outcomes	Satisfactory

3.3.2. Relevance

The project was designed to address the problems related to the impacts of climate change, including variability which were conducted under the First National Communication to the UNFCCC and identified the DMRD as a critically vulnerable region of the country. It was also determined that there were no efforts underway at the time of the project design to address the climate change impacts on the DMRD ecosystem -- an area which harbors an internationally recognized Important Bird Area (IBA), an important feeding area for globally endangered loggerhead turtles (*Caretta caretta*) among others. Several areas within the project region are identified as priorities in the NBSAP.

Albania ratified the UN Framework Convention on Climate Change in October 1994. In line with the country's commitments under the Convention, Albania has prepared its First and Second National Communications, a Technology Needs Assessment and is currently preparing its Third National Communication.

Albania acceded to the UN Convention on Biodiversity (CBD) in January 1994. The country has prepared and submitted, in line with its commitments under the CBD, a National Biodiversity and Action Plan (1999), and First, Second, Third and Fourth National Report on Conservation of Biodiversity (1999, 2007, 2007 and 2011, respectively).

Table 8. Relevance of the project to UNFCCC and CBD

Project Outputs	Articles from the UNFCCC		Articles from the CBD					
	Article 5: Research and systematic observation	Article 6: Education, Training and Public Awareness		Article 7: Identification and Monitoring	Article 8: In-situ conservation	Article 12: Research and Training	Article 13: Public Education and Awareness	Article 14: Impact Assessment and Minimizing Adverse Impacts
1.1: A system for monitoring CC and its impacts on the DMRD ecosystem is in place	X			X		X	X	X
1.2: Local government institutions have the capacity to analyze data on climate variability and associated ecological impacts and integrate this into decision making	X	X		X				X
1.3: Community capacities to understand the impacts of climate fluctuations and expected changes on natural ecosystems and local livelihoods are developed		X					X	
2.1: A package of amendments to biodiversity conservation activities within PAs of the DMRD aimed at integrating adaptation measures is prepared and implementation is initiated								X
2.2: A package of amendments to sustainable development activities in the wider landscape surrounding PAs in the DMRD aimed at integrating adaptation measures is prepared and implementation is initiated	X							X
3.1: System for monitoring and evaluation of project impacts established		X		X				
3.2: Communication strategy and knowledge products developed		X				X	X	

The Fourth National Report to the CBD identifies climate change as one of four main threats to biodiversity emphasizing that this is especially the case in the coastal area of Albania. The major events listed include excessive flooding of large areas and erosion along the coastline of the country. The UNDP/GEF project¹ has been mentioned specifically as having generated (or scheduled to generate) the following outputs: climate change scenarios developed for the study area as a part of the Albanian coastline with high pressure.

As reflected in the table above, the project outputs support both conventions through its activities, both in providing specific actions to improve the circumstances in the country, and in increasing the country's capacities to report to the conventions and uphold commitments.

Country priorities

The National Strategy for Development and Integration 2007-2013 (NSDI) represents the fundamental strategic document of Albania that harmonizes in a single strategic document the perspective of the sustainable economic and social development, integration into the European Union and NATO structures, as well as the achievement of Millennium Development Goals. The NSDI was finalized in December 2007. In this document, environment is mentioned in general in respect to the need to reduce pollution, improve infrastructure of energy supply and water treatment. No particular mention of the impacts of climate change and the need for adaptation measures is found. One of the targets of the Strategy directly relates to the accomplishments to which the project is to contribute: increase the areas designated as protected to 15% of the territory by 2014 and prepare draft management plans for existing protected zones by 2011.

¹ The Fourth National Report mentions it as a World Bank project, but since it refers to the project title explicitly "Identification and Implementation of Adaptation Response Measures to Drini-Mati river deltas" the evaluator presumes the reference to the WB to be a misprint.

Undoubtedly, one of the priorities of the Albanian Government is the process of EU integration, including the harmonization of EU legislation. This project is highly relevant in relation to EU policy on nature conservation, which is essentially made up of 2 pieces of EU legislation: the Council Directive 79/409/EEC on the Conservation of Wild Birds which was adopted in April 1979 and the Council Directive 92/43/EEC on the conservation of natural habitats and of wild fauna and flora which was adopted in May 1992. The assessments and data gathered on the PAs in the DMRD and the subsequent management plan for the PAs which integrates climate change impacts and their effects on the biodiversity in the Kune-Vain and Patok are an important contribution to the commitments under these directives to maintain or restore the habitats and species at a favorable conservation status in their natural range.

In 2011 a new law came into force in Albania (adopted in 2009) on territorial planning which requires all regional authorities to establish and adopt plans. The DMRD project came at a good time to be involved in this process and encourage regions to integrate climate change considerations in their plans.

The attention paid in this project to strengthening regional development and the ability for sub-national partners is also in line with the country's improved governance. Increasing the abilities at the regional level complement national development efforts and improve local and rural development. Among the capacity needs estimated to be necessary at the regional level strategic investment planning, project development, monitoring and evaluation of interventions are those which are built into the outputs and activities of the DMRD project.

UNDP priorities

The project is extremely relevant to UNDP priorities in the country. The Human Development for Albania (2011) was centered on capacity development and EU integration, touched on issues in improving public administration, including the coordination among different government institutions, increasing accountability and advancing the inclusion of civil society in policy development processes.

Regional development in an EU context is part of the wider economic and social cohesion policy ...it is fully clear that as Albania moves towards accession, subnational actors and development processes will play an important and essential role in complementarity to central efforts.

UNDP Human Development Report, 2011

UNDP works under the guidance of the United Nations Programme of Cooperation 2012-2016 which promotes sustainable and equitable development, social inclusion and the adherence to international norms and fulfilment of international obligations, in support of the integration of Albania into the EU. The Programme was drafted following intensive consultations with line ministries, civil society and development partners during 2011. Due to the importance of European Union Integration on Albania's national agenda, UNDP's work focuses on advancing democratic government, strengthening institutions and national capacities, and supporting evidence-based policy making. UNDP also looks at fostering balanced and sustainable growth across Albania and strengthening national institutions to manage EU regional development policies is a key area of support.

The DMRD project and its objectives were highly relevant for UNDP not only in continuing the work invested in the national communications to the UNFCCC, but also as a project which supported diverse range of the work UNDP conducts to support the Albanian Government.

GEF incrementality and priorities of SPA

The project is highly relevant in terms of demonstrating well the GEF incrementality and also the particular double increment of SPA described in 3.1. The project management team was exemplary in continuing the spirit of the GEF incrementality cost principle during project implementation, maximizing synergy among stakeholders and partnering with other donors to accomplish results.

The SPA initiative was designed to support pilot and demonstration adaptation projects that provide real benefits and can be integrated into national policies and sustainable development planning. The SPA was aimed at reducing vulnerability and increasing adaptive capacity to the adverse effects of climate change

in any or a combination of the GEF focal areas: biological diversity, climate change, international waters, land degradation, ozone layer depletion, and POPs. The Drini-Mati project in its formulation and design was:

- clearly developed and implemented as a demonstration project in the Drini-Mati Delta area;
- designed within a Important Bird Area and thus geared for global environmental benefits;
- based on the improvement of integrated coastal management and increasing the linkages of national- and regional-level policies & planning on the ecosystems in the targeted area;
- aimed at reducing vulnerability and increasing adaptive capacities within the pilot area in the area of climate change and biodiversity.

Thus, the project also demonstrates its relevance to the SPA priority actions and the main goals based upon which the SPA financial mechanism was designed.

3. Relevance	Relevant (R); Not relevant (NR)	Rating
Relevance		Relevant

3.3.3 Effectiveness and Efficiency

The effectiveness of a project can be evaluated by considering how well the project has achieved its expected outcomes. Observations that the project has improved the capacities of project stakeholders in the region were made in many of the interviews. One commune leader was grateful for the opportunity to be able to provide his inhabitants with clear information on how their actions (particularly for farmers and their agricultural activities). It was clear through the interviews that the project has done its best to provide enough capacities in these communities to empower the inhabitants to address issues related to the effects of climate change themselves. In many of these areas, the frequency of extreme events and the damage created from flooding could be quite overwhelming for its inhabitants. The fact that the leaders and inhabitants of the communes recognize their ability to make choices and implement activities that can improve their resilience is a positive occurrence. The tables with achievements under the outcomes also testify to the effectiveness of the project to reach its intended purpose. Perhaps the only aspect which keep the project's rating of effectiveness as *satisfactory*, is that policy recommendations under Outcome 2.1 have not yet fully been adopted by the Government of Albania.

One expert expressed dissatisfaction in the pressures to deliver outputs within a short period of time and the problem of having to address several rounds of comments over an extended period. One of the reasons behind the tense deadlines for delivery noted in the MTE and by several interviewed was that, due to time lost to lengthy procurement procedures, the deadlines for achieving assignments sometimes needed to be shortened. The several rounds of comments over longer periods, on the other hand, were partially caused by efforts to engage different stakeholders in review of reports, which increases their quality and relevance, but does indeed take more time.

At mid-term there was a lot of dissatisfaction in the length of time it took to hire experts and the communications consulting company, but it seems that once the bulk of the recruitment had been completed, the project picked up momentum (as much as was possible) and there were no further delays. Only one individual interviewed still had an issue with the inability for the project to meet the deadlines and stick to the original plans to close on May 2012. In retrospect, however, the need to extend the project seems to have been in the project's favor, as with the elections in 2011, the project profited from having more time to re-engage regional-level stakeholders and accomplish the results tabled in the beginning of section 3.3.

Another issue raised was the lack of up-to-date computer programmes available to the experts to make more accurate assessments and predictions on future trends in the region.

The project struck an appropriate balance between the utilization of international expertise and local capacity. National experts were employed throughout the project on developing specific assessments and outputs under the project components (agriculture, hydrology, restoration, ICZM). Gaps in national

knowledge and skills were complemented with short-term international experts. The key International Consultant (functioning as a technical advisor to the PMU) took special care in shaping terms of reference and assisting in the selection of top international experts in the relevant fields which resulted in reports, assessments of high caliber. More than one of the national experts interviewed stressed the positive input that the cooperation with the international experts had on their own capacities. In addition, the local knowledge of people in the communities was engaged as much as possible through site visits in the areas under threat from climate change and/or targeted for adaptation measures. All experts interviewed placed high value on the ability to engage with the inhabitants of the area, who could provide historical knowledge, very specific to the area which improved the interpretation of data which was available from the official channels (and on a much broader scale, i.e. less specifically site-oriented).

Reporting conducted by the project was timely and adequate, results-based management principles were well exercised and the M&E of this project was high -- it was used as a tool by the PMU to receive feedback and make improvements in project implementation. Thus, the project was well-oriented towards results and is rated as **highly satisfactory** in terms of efficiency.

4. Assessment of Outcomes	Rating
Effectiveness	Satisfactory (S)
Efficiency	Highly Satisfactory (HS)

3.3.4 Country ownership

The ownership of the results was very well established at the regional and commune level. The LPC reported that he was impressed by the engagement of the communes in the workshops -- even the heads and deputy heads of the communes participated actively in the capacity building activities offered by the project. The TE was also impressed by the level of confidence of the partners. There was a responsibility and accountability of those interviewed on the importance of the adaptation measures and the need to continue what they had learned under the project through practical application. It is of the opinion of the evaluator that this was achieved by the project management team who continually engaged the stakeholders and tailored the project activities to the specific needs expressed by the stakeholders. The project management was conducted in a highly transparent, participatory and responsive manner.

3.3.5 Mainstreaming

This project could be a showcase project in mainstreaming from its design to implementation. Mainstreaming, although not explicitly, was built into the project's strategy as it had a high reliance on engaging the local populations and in applying a participatory approach. The PMU recognized this as an opportunity and with placing the Local Project Coordinator in the region, the inclusion of local communities in the activities was strengthened even more.

The project was centered in vulnerable communities in one of the poorest regions in Albania. It was responsive to the interests of the communities, including all aspects of their livelihoods into the assessments of the climate change impacts. The capacities raised empowered the individuals in the small communities to take action. The participatory nature of all the activities increased measures for social inclusion and improved the capacities of the regional council to engage in good governance.

The project monitored gender issues through stakeholder outreach to women in the local communities. The workshops in Tirana assembled a consistent 50% or more women among its participants. The workshops and activities at the regional- and commune-levels had a lower attendance of women and a wider range from 0% in a small workshop on developing adaptation plans in the communes (total 6 people) to 25%.

3.3.6 Sustainability

As set out by the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects, "sustainability is generally considered to be the likelihood of continued benefits after the project ends". This guidance suggest that a TE review the extent to which the following risks will impede sustainability: financial, socio-economic, institutional framework and governance, as well as environmental risks.

Financial sustainability

This project was developed as one of the four projects in the Europe and Central Asia region (Albania, Armenia, Hungary and Tajikistan) under the GEF Strategic Priority for Adaption. This was a 3-year pilot programme aimed to show how adaptation planning and assessment could be practically translated into full-scale projects which had a total of \$50 million USD allocated to 26 projects (9 of which were medium-sized as in the case of Albania). As noted in the evaluation of the SPA, it was created "as a precursor to operationalizing the climate funds created under the United Nations Framework Convention on Climate Change (UNFCCC) ... to finance pilot projects that would demonstrate the practical and successful use of adaptation planning and assessment". Thus, similarly to such enabling activities projects under biodiversity, climate change, persistent organic pollutants (POPs) and the NCSA (National Capacity for Self-Assessment) processes, it appears that the DMRD project under SPA was developed with a strategy that additional funds will be needed to support the implementation of the measures.

Currently, at the closure of the project, there have been 11 project proposals developed on priority measures to adapt to climate change:

Table 9. List of priority projects

Project proposals based on priority measured to adapt to climate change			
#	Project title	Type of measures	Estimated funding required
1.	Management of the coastal erosion	Beach nourishment	12,800,000 Euro
		Restoration of dunes (planting)	
		Construction of groyne field (Merxhani lagoon)	
2.	Management of fresh water in the Kune-Vain and Patok protected areas	New wells in the PAs	60,000 Euro
3.	Management of forest ecosystem in coastal area	Reforestation of PA (pilot sites)	93,000 Euro
4.	Management of Ceka lagoon tidal channel	Construction of terminal groynes	600,000 Euro
		Ceka lagoon tidal inlet cut and fill	
		Maintenance dredging of Ceka lagoon inlet	
5.	Management of communicating channels in Kune Island	Rehabilitation of channels connecting the water bodies within the Kune lagoon	230,000 Euro
		Construction of terminal groynes	
6.	Maintenance of the communication between Ceka and Zaje lagoons and Ceka and Drini river	Moving gate at Drini River - Zaje lagoon inlet	700,000 Euro
		Breaching Zaje-Ceka lagoon embankment	
		Bridge over Zaje-Ceka lagoon breach	
7.	Maintenance of the embankment in Kune-Vain and Ishell Shengjin	Raise level/maintenance of the embankment (continuous)	124,000 Euro
		Raise road level up to 100 cm - embankment	
		Raise level/maintenance of the embankment	
8.	Maintenance of the embankment in Tale area	Raise road level up to 30 cm and maintenance of the embankment	85,000 Euro
9.	Treatment of waste water in the DMD area	Waste water treatment. Decentralized waste water treatment plants in Commune level	1,500,000 Euro
10.	Maintenance of the drainage channels in DMRD area	Cleaning and deepening irrigation channels	60,000 Euro
11.	Preparation of the feasibility study for the whole DMRD area	Feasibility study and environmental impact assessment	800,000 Euro

This table of measures is undoubtedly overwhelming and as one person interviewed stated when asked about the project activities "what project? there has been no money invested yet"; when faced with such

hard measures with high costs for implementation, one might be quick to judge the DMRD project harshly on financial sustainability. However, the main question to the evaluator is whether there are financial risks to jeopardize the sustainability of financial outcomes and what the likelihood of economic resources not being available once GEF grant assistance ends? For this particular project, the financial sustainability, as stated within the project document was a matter of ensuring that "financial cost of implementing measures will also be mainstreamed in the long-term".

In respect to these questions, the DMRD project management unit, together with the Regional Council of Lezha and the UNDP Climate Change Programme have organized a donor meeting on 24 April 2013 wherein the project proposals above were presented to 49 attendees, which included representatives from several important donors and international organizations in Albania (EU Delegation, GIZ, Austrian Development Agency (ADA), Italian Cooperation, Albanian Development Fund, USAID and IUCN). Staff of the regional council assured the evaluator "if [the project proposals on adaptation measures] will be left unfunded [after the donor meeting], we will include them to fund them in the future from other sources". Further, during the donor meeting, the Head of the Regional Council stated "for us the project does not close, but starts at this point, it is a challenge to start the implementation of adaptation measures", which is a clear indication of the commitment, at the regional level, to continue to place importance on ensuring climate resilience for the communities.

There are two additional project ideas which were drafted in the form of concept notes by the project team and forwarded to the RTA in Bratislava at the end of 2012 aimed at: 1) enabling two coastal cities in Albania to integrate adaptation with the broad spectrum of existing planning processes and goals, including priorities in disaster risk reduction, sustainable development, and poverty reduction; and 2) to promote adaptation to CC impacts in the Kune-Vain coastal system, through integrated and ecosystem-based approaches and instruments in order to reduce the vulnerability and increase ecosystem and livelihood resilience through adaptation to climate change in the Kune-Vain lagoon system.

Despite the anticipation that the SPA projects would potentially follow-up with projects with implementation of measures under the Special Climate Change Fund (SCCF), currently there is an indication that there are not many resources still available in this fund and that the competition here is very high. Similarly there are indications of restrictions in the application for and availability of Adaptation Fund resources which may make accessibility to this Fund by Albania complicated at present. Nonetheless, there is a firm commitment from the UNDP CO and the Bratislava Regional Centre representatives interviewed to share these proposals with multi-lateral and bi-lateral donors in order to secure the financial sustainability of the investments made in the assessment and prioritization of the measures defined in the proposals.

The question of financial sustainability of the national monitoring programme and the ability to have enough budget resources allocated for the maintenance of this programme is important. From information gathered from the individuals interviewed and the general political climate in Albania which seems keen to integrate into European systems, the evaluator expects the full launching and continued maintenance of a national monitoring programme will be supported in the future.

The strategic approach to developing the project proposals, which are founded on detailed assessment, analysis, scenarios and based on a broad participatory process lead the evaluator to rate financial sustainability as *likely*. All parties interviewed showed high commitment to ensuring that adaptation measures are implemented in the long-term.

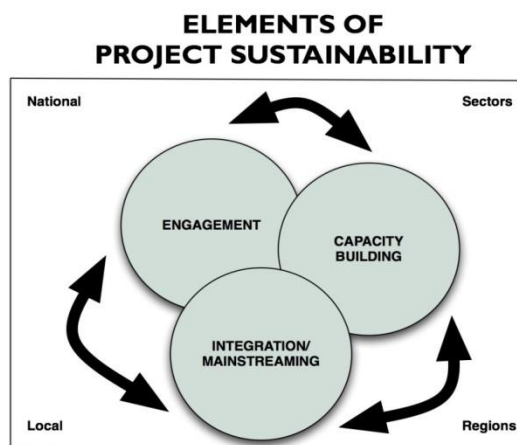


Figure 2: Three pillars of project sustainability
(Source: Exit Strategy)

The Exit Strategy developed within the project focuses on three main elements to project sustainability: engagement, capacity building and integration/mainstreaming. This engages very fully, the strategy planned for the project at its inception whereby the continuation of the adaptation strategy developed by the project was said to be dependent on the extent and depth to which the project would be able to succeed in these three pillars. Indeed it is the attention which the project management unit has paid to these three elements throughout project implementation which has been one of the key successes in achieving the sustainability of the project in terms of socio-economic factors, institutional framework and governance.

Socio-economic

As much as possible, the project included an assessment of the various possible risks to all sectors that are important for the communities in the DMRD -- tourism, economic development, agriculture, infrastructure, populations and settlements, etc. Thus, although there are social and political risks affecting the sustainability of the project outcomes, they are known and taken into account in forging the follow-up actions. The inclusion of a broad range and level of stakeholders has also secured the ownership of the project outcomes on a very wide portion of the population. This sense of ownership is a security since the communities will be committed to uphold the project results. The awareness raised among the population in the DMRD has demonstrated, through the interviews conducted during the evaluation that all interviewed have a very clear understanding of the benefits of continuing the project activities (implementation of adaptation measures) for the sustainable development of the region.

*"At the beginning of the project very few people knew
what climate change meant whereas now a lot of people are aware of it which is due to the contributions of the project"
From interview with Regional Council of Lezha staff*

Institutional framework and governance

The project has contributed a lot to secure the sustainability of the institutional framework and governance. The contributions to policies and planning in the region and the integration of climate change issues within them provide stable sustainability in this respect and therefore the evaluator rates this as likely.

The UNDP Human Development for Albania (2011) speaks about the absorptive capacities which exist when dealing with building these capacities. It is always a challenge for projects dealing with training, education and capacity development to not overextend the human resources available in their ability to absorb the knowledge and skills which are to be obtained. In this respect, the project has been successful in reaching the balance of meeting the needs of the targeting stakeholders without exceeding their capacity to this knowledge. The enthusiasm, commitment and ownership of the many stakeholders at the national and regional levels to continue with the initiatives instigated within the context of the project (integration of adaptation and climate change issues at the policy level, implementation of adaptation measures in the region) was high.

The current Chairman of the Regional Council of Lezha is charged with energy and enthusiasm on the need to finalize the establishment of a Regional Development Agency. This agency could provide a good

institutional framework through which to channel processes for development initiatives in the region. With the capacities raised through the activities of the DMRD project, the regional council staff have improved their project drafting skill; integration of climate change and adaptation issues among development goals. Upon completion of the project the regional council will be preparing a data base of all project data and reports to sustain the results; a detailed action plan will be developed on the adaptation measures with specific responsible parties and deadlines.

Through the extensive participatory process in the elaboration of the regional plans and strategies, the communities have improved the transparency of these processes and the regional and commune leaders have increased their accountability to the inhabitants. The interests of the leaders to provide their communities with solutions and to capitalize on the momentum that has currently been achieved in attracting attention to the region's adaptation issues is considered as a good indication of the sustainability of the investments made in their capacities.

The weakest link in regard to institutional capacities rests in the administration of the protected areas. Although the staff is informed and knowledgeable of the impacts of climate change (they have participated in all project workshops and meetings conducted at the commune level), the evaluator could not obtain information on what the PA staff will or could do to improve in the management of the PAs under these climate change pressures.

The administrations seem to lack the technical and human resources to engage in management functions, beyond the strictly control functions to reduce illegal hunting and fishing.

The evaluator senses that the capacity constraints in the protected areas in DMRD are related to many aspects: the skills and knowledge of PA employees are primarily based in the field of forestry and there is a lack of technical knowledge more directly pertaining to biodiversity and nature conservation; protected areas and biodiversity are a low priority in Albania in comparison to more pressing socio-economic issues and thus also the financial allocations from the budget for the management of PAs are correspondingly low; the centralized system of PAs leaves them little (if any) financial independence and opportunity to explore innovations in income generation to be able to fund necessary measures in their PAs not related to control functions. It also could be that the PA staff in the Lezha region are simply overwhelmed by the daunting task to address all the pressures posed on the area in their control from the changing climate, infrastructure development and tourism.

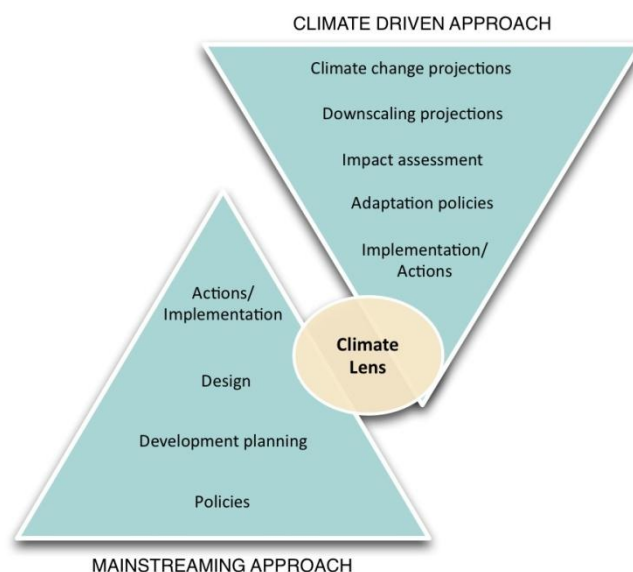
Environmental

The environmental risks after the project ends cannot be ignored. The frequency of storms and increased flooding will continue to pose a risk to this area, which places the environmental sustainability at ***moderately likely***. The skills and knowledge of these environmental risks, as well as the capacities and active interest of the communities in the area to adapt their activities and implement measures to minimize this problem have increased considerably over the project lifetime.

5. Sustainability	Rating
Overall likelihood of risks to sustainability	Moderately Likely (ML)
Financial resources:	Likely (L)
Socio-economic:	Likely (L)
Institutional framework and governance:	Likely (L)
Environmental:	Moderately Likely (ML)

3.3.7. Impact

The impact of environmental projects is difficult to discern since impact is a fundamental and durable change in the condition of people and their environment brought about by the project and environmental impact almost never can be verified earlier than 4 years after the completion of a project. Thus, one needs to consider whether the project has managed to change the quality and strength of the barriers targeted by the project. In this sense, there is evidence that the impact should lead to reduced environmental stress and improved ecological status in the future. The observation and forecasting capacities of the coastal



region have been increased considerably. The interest, ownership and knowledge of the stakeholders within this region are raised to continue implementation from where the project ends. A wide range of programmes and policies have or plan to integrate climate change issues within their strategies and implementation. There has been progress toward status change with several adaptation measures introduced upon closure of the project.

The project has succeeded in raising the capacities of the Ministry of Agriculture to recognize the impacts of climate change on agriculture in the country. This is a substantial accomplishment for the vulnerable communities in Albania dependent on

agriculture and with improvement in knowledge of the effects of climate change on farmers and the need to introduce adaptation measures, the positive impact on these communities will probably be observed in the next years.

Another indication of the possible impact of the project is the approach which was applied in the project to deliver its outcomes. The mainstreaming dynamic pictured in the figure above (Source: Project Exit Strategy Report) illustrates the multiple-tiered layers of technical assessments which are the basis of the adaptation actions proposed through the broad participatory approach. The strong technical basis supplemented by full engagement of stakeholders in the prioritization and definition of actions is an excellent pre-condition to incite progress for status change in the future.

6. Impact	Rating
Environmental State Improvement	Minimal (M)
Environmental Stress Reduction	Minimal (M)
Progress towards stress/status change	Significant (S)
Overall Project Results	Highly Satisfactory (HS)

4. Conclusions, Recommendations & Lessons

Due to the fact that this is a terminal evaluation and that there is only one month before the project ends, then there are no corrective actions for the design, implementation, monitoring and evaluation of the project that the evaluator could identify that would be an efficient use of project resources to obtain any added value to the project at this stage. There are, however, a number of follow-up actions which are defined as recommendations on reinforcing the initial benefits of the project.

As a project on adaptation which was the first in Albania and also to some extent in the region, the project had a lot more challenges due to not having something which had already gone ahead of it -- not only in terms of awareness, but also in terms of innovation. Thus, for instance, climate change specifically driven environmental restoration was not possible to find a context completely relevant and comparable from which to draw experience from.

4.1 LESSONS LEARNED

Based on the review of documents, interviews, and analysis of the information collected, the evaluation team has identified the following lessons learned:

- The DMRD project has been a ***best practise in terms of capacity development***: Capacity development is always difficult as sometimes the absorption rate of the stakeholders is over-exceeded in the interests of the project's implementation or delivery. In relation to the stakeholders interviewed, this project has managed to achieve the fine line of raising enough skills and awareness to empower the stakeholders, without exceeding their capacities to absorb this information. A further examination of the different ways in which the project managed to target the stakeholders might be useful for other capacity development projects. The evaluator predicts that the day-to-day communication with stakeholders, the periodic monitoring of inputs (trainings, workshops) and the everyday presence of the LPC on the ground all contributed to maintaining a balance.
- The management of the project is also a ***best practise in terms of a good system of results-based reporting and using monitoring and evaluation as a tool for promoting adaptive management***. The management of the project is very systematic and organised well, with structured forms of communication, monitoring of results (progress) and actions which make it clear if there are any problems. This applies not only to the project management unit itself, but also in its ability to engage critical assistance from the RTA where necessary and valuable. The introduction of a local coordinator and the engagement of the International consultant have all played part in this management system.
- There was a full utilisation of opportunities for collaboration with projects and other initiatives and the integration of the DMRD's project results with others. Examples include the CEMSA project, whereby the DMRD providing them with additional indicators in the national monitoring programme to address climate change, which was out of the scope of the CEMSA project originally.
- Stakeholder engagement takes a lot of time and there is a risk that people are impatient about seeing project results at the implementation level. Nonetheless this project shows that it is worthwhile to spend the time to formulate a sound technical background and provide thorough assessments to present to the stakeholders. The site-specific issues and data provided a stable background to steer discussions with stakeholders and to provide enough information to feed into the prioritization process. These efforts also lead to a higher ownership of the results of the prioritization on the ground which is also a guarantee of the sustainability of the efforts beyond the project.
- Experts were very positive and grateful for the opportunity to engage with the local communities which improved their own outputs. Local community representatives were able to provide on-site

explanation of trends and issues and historical information very specific to the area which complemented the data which was available through the more official channels.

- Study tours are an excellent way to build on capacities, if they are organised well and meet the needs of the target groups. The study tour to Greece seems to have been a positive influence -- giving the regional council opportunity to engage with authorities with similar issues and provided optimism on the ability to deal with the challenges in living in an area (communities) affected by climate change impacts.
- It is highly recommended for an environmental project to identify risk(s) which are environmental. Although these risks may not be able to be directly controlled by the project and its activities, the project can, through increased resilience of the communities, help to reduce the direct, tragic impacts that such risks may have on these communities. Although this project did not include such a risk in its risk log, it certainly has taken steps to help communities deal with the aggravated risk of the degradation of their territories and thus it would be helpful to other projects in adaptation in the region, if the project would include this in its lessons learned.
- Any project designed with a great dependency of participation and coordination needs a larger than average project management team, since a lot of man hours are invested in the effort to establish and maintain mechanisms for cooperation and sustain ownership from all the different stakeholders. This is a lessons learned which should be taken into account by the GEF Secretariat in considering the budget distributions between management and other costs for projects with a large capacity development or community-engagement component.
- This project both in its design (original inception) and in its implementation has been a *best practise for supporting mainstreaming*. The project is highly based on regional development, dealing with a vulnerable environment (thus also a vulnerable community which is dependent on this environment for its livelihood -- subsistence agriculture). This project has also supported the country in the decentralisation of power by improving the capacities of the local and regional authorities to take responsibility for governance and looking for solutions.
- The project was successful in partnering national experts with international consultants in specific areas where the national expertise could benefit from the skills and experiences outside of Albania. The national experts benefited from such exchange and, in parallel, this built the capacities of the national experts for future projects.

4.3 RECOMMENDATIONS

Based on the findings of this final evaluation, the following recommendations are made:

Follow-up to the project

1. The project has been very well timed for exerting impact on development of the country. This is true not only in terms of the extreme events that this area faced in the past years which underlined the need to the assessments conducted and measures proposed within the project, but also in terms of the planning and development of certain policy areas. The sectoral policies (strategies) are under development currently in Albania. It is important for the project (as much as possible), and the UNDP Climate Change Program Unit and CO to follow-up in the coming months ahead to keep the various ministries and sectors aware and ensure that the ideas of the project are not lost.
2. The project has established a good source of knowledge in Albania on integrated coastal zone management. There is a solid technical basis created which provides pertinent analysis on geomorphology, anthropogenic pressures and costs & benefits. Albania is home to core adaptation assessment experts in the region partially due to the capacity development success of this project. With this great wealth of information and source of expertise, the Government of Albania should use the opportunity to continue up-scaling of the project results and findings through the design of a comprehensive coastal management system for Albania which would follow the integrated coastal zone management (ICZM) approach.
3. Due to the ability for the NPC to identify potential partners and use these effectively in the integration of results across projects, the TE recommends that these activities are listed and estimated in value (as much as possible) to add to the co-financing (parallel funding) achieved by the project for reporting to the GEF during the PIR 2013 in June.

4. The UNDP Climate Change Program Unit will continue work in the area of climate change and adaptation through its projects and through the development of Albania's Third National Communication in particular. There were two issues noted during the evaluation which could be improved through the TNC:

- a) As is the problem with many small countries, there seems to be a low number of national experts in climate change and adaptation. The partnering of national experts with internationals certainly contributed to increasing the local capacity. The UNDP Climate Change Program Unit might consider, within the project on TNC and its continuing work in the climate change area to find ways to stimulate advancement of young professionals in this field. This could be done by involving masters students in the projects and partnering them with experienced national professionals to continue the capacity development and broaden the expert pool for future projects.
- b) The TNC could be used to find different application and software programmes for climate change and adaptation work to advance the technological resources available in-country for trend and scenario development. Thus the long-term capacities of the national institutions would be strengthened and capacities of the Ministry of Environment raised to increase their analysis of data, report-writing skills for future national communications.

Dissemination and handover of results

5. This project has a vast amount of lessons learned and experiences from which others could benefit. The TE recommends that resources be invested at the final stages of the project to summarize and handover some of these experiences. Although the traditional avenues for such dissemination are a good option (using the Community of Practice, the UNDP and Climate Change Program Unit webpage, etc), the TE would like to highlight some additional methods which could broaden the impact of the best examples showcased by this project:

- a) some of the materials generated under the project could provide a good guidance document for climate change and adaptation projects in RBEC and more broadly -- GEF projects. A review of the synthesis report, exit strategy and compilation in a guide on the steps for projects which are establishing adaptation strategies. In this case, the RTA could make the initial assessment for such a need and explore the opportunity to provide an expert to accomplish this task.
- b) there is great success from the stakeholder engagement in this project which is difficult to fully explore and analyze in this evaluation report. The methods used have been simple but complex. Comprehensive research on the methods and role of stakeholder engagement in the form of an article (case study) prepared by the NPC together with the International Consultant would be a great contribution to enable others to replicate. Perhaps other pairings between the international and national expert under the specific topics (legislation, ICZM) could be encouraged and generate scientific articles for publication using the experiences of the DMRD as a case study.
- c) the brochure on agricultural issues is one output which is well-regarded by the people within the communities of the three districts of Lezha region. There is also interest to receive more information on specific crops to be able to share with the farmers. The Communications Officer of the UNDP Climate Change Program Unit assured the evaluator that the publication will stay with the Unit and it will be able to re-publish as much as is needed. However, the brochure might be better used in the long-term if the rights for re-publication and expanding the brochure and its contents could be handed over to the Ministry of Agriculture's extensive services. It was expressed by one person interviewed that the Directorate of Agriculture would continue training of the farmers.

Keeping up the momentum

6. The project has achieved great momentum for adaptation issues in the region. People are fully engaged, aware and feel a high level of ownership for the adaptation measures proposed. The capacities are raised and everyone is ready to move onto the stage of implementing measures. It is very critical at this stage to capitalize on this momentum. For this it would be important to try to continue working in the DMRD in some manner with more specific implementation results. Some ideas include:

- one of the largest capacity gaps currently among stakeholders is in the protected areas of the DMRD. The project has generated a lot of data to build upon to draft a BD project concept. Considering the importance the EU places on improving nature protection and the future establishment of the Natura network, there could be interest from bi-lateral donors to work in the area. A project concept "Building

the resilience of Kune-Vain Lagoon through ecosystem based adaptation" has been circulating which is proposed by the United Nations Environmental Programme (UNEP) for the Special Climate Change Fund (SCCF). It appears this concept, if implemented could continue support to the protected areas in DMRD, however one should be cautious about implementing too much more soft assistance in this area, without a strong proportion of concrete, implementable adaptation measures.

- FAO may be interested in continuing some of the work conducted on improving the information available to the coastal area farmers in adapting to the climate changed affecting these areas.

- a Cross-Cutting Capacity Development (CCCD) project could address the capacity gaps on the policy-level and in inter-ministerial coordination to continue to improve the investments in this made by the DMRD project.

Other

7. In future environmental projects, it is recommended to include the identification of environmental risks in risk management.

8. If the project proposal booklet is re-published, it might be encouraging for other donors that the visual presence of the Government of Albania and the Regional Council of Lezha has prominence over that of UNDP and GEF.

9. The TE recommends a more thorough analysis of the expenditures under the outcomes of the project to determine whether some of the expenses attributed to project management (outcome 4) which has an overspending of over 200% at the end of the project, are not more directly attributable to one of the outcomes (such as the LPC salary and expenses, the TE predicts, would be more appropriately attributed to outcome 1 or 2 in accordance with the tasks the LPC fulfilled and the input he provided). This may not be of importance for the current project, but future projects implemented by the CC Program Unit and UNDP could benefit in the future and not develop similar over expenditures under project management.

ANNEX A: TERMS OF REFERENCE



TERMS OF REFERENCE

TERMINAL EVALUATION OF THE 'IDENTIFICATION AND IMPLEMENTATION OF THE ADAPTATION RESPONSE MEASURES IN THE DRINI-MATI RIVER DELTAS' UNDP-SUPPORTED GEF-FINANCED PROJECT (PIMS 3629)

I. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP-supported GEF-financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the project 'Identification and implementation of the adaptation response measures in the Drini-Mati River Deltas' in Albania (PIMS3629).

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

PROJECT SUMMARY TABLE		
Project Title: Identification and implementation of the adaptation response measures in the Drini-Mati River Deltas		
GEF Project ID:	3629	
UNDP Project ID:	59705	
Country:	Albania	
Region:	Europe and Central Asia	
Focal Area:	Climate Change	
Operational Program:	SPA	
GEF Implementing Agency:	UNDP	
National Implementing Partner:	Ministry of Environment, Forestry and Water Administration (MoEFWA)	
Other Partners involved:	Lezha Regional Council, Directorate of Biodiversity, MoEFWA	
Project Funds	at endorsement (Million US\$)	at completion (Million US\$)
GEF financing:	0.975	0.975
UNDP own funds:	0.060	0.060
Government of Albania:	0.090	0.090
Other:	0	0
Total co-financing:	0.150	0.150
Total Project Cost:	1.125	1.125
Project duration		

Prodoc Signature (D/M/Y):	27.05.2008	
Date of first expenditure (D/M/Y):	26.06.2008	
(Operational) Closing Date (D/M/Y):	Proposed:	Actual:
	31/05/2013	31/05/2013

* The co-financing data are presented as of 31.06.2012 and will be further updated.

II. OBJECTIVE AND SCOPE

The project 'Identification and implementation of the adaptation response measures in the Drini-Mati river Deltas (DMRD)' was designed to assist Albania in beginning a process by which strategies to moderate, cope with, and take advantage of the consequences of climate change are enhanced, developed, and implemented. The specific objective of the project was to build adaptive capacities in the DMRD in order to help vulnerable ecosystems and local livelihoods to adapt to climate change. This is done by first identifying, and then integrating climate change response measures into conservation and development programming in the DMRD and piloting some critical adaptation activities with high demonstration and replication value. The following **outcomes** contribute to the achievement of the project objective:

Outcome 1: Capacities to monitor and respond to anticipated climate change impacts in the DMRD at the institutional and community levels developed.

Outcome 2: DMRD region's conservation and development programmes, plans and policies integrate climate change risks and take local pilot actions for coastal adaptation.

Outcome 3: Capacity for adaptive management, monitoring and evaluation, learning, and replication of project lessons developed have contributed towards the achievement of the project objective.

(The project document can be retrieved from: <http://www.ccalb.org>)

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

III. EVALUATION APPROACH AND METHOD

An overall approach and method² for conducting project terminal evaluations of UNDP supported GEF a financed project has developed over time. The evaluator (evaluation consultant) is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (Annex C). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Albania, including the Lezha area. Interviews will be held with the following organizations and individuals at a minimum:

² For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

Organisations	Individuals (name, position)
UNDP CO Albania	Mr. Freddy Austli, Deputy Director, Ms. Elvita Kabashi, Programme Officer for Environment
Ministry of Environment, Forestry and water Administration	Mr. Pellumb Abeshi, Director, General Directorate of Environmental Policies, National Project Director, Mr. Fatos Bundo, Director, Directorate of Biodiversity Mr. Nihat Dragoti, Head, Sector of Protected Areas and National Parks
Ministry of Agriculture, Food and Consumer Protection	Mrs. Tatjana Dishnica, Director, Directorate of Consultation Services and agriculture Information
Regional Council of Lezha	Mr. Pashk Gjoni, Head, Linda Maci, Head, Directorate of Integration and Development Mark Ruci, Directorate of Territory Planning, Projects and Inspection
EIRLA Association	Ali Brahimi, Head

The evaluator will review all relevant sources of information, such as the project document, project reports – incl. Annual APR/PIR and other Reports, project budget revisions, midterm review, progress reports, project files, national strategic and legal documents, and any other material that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in TOR Annex B of this Terms of Reference.

IV. EVALUATION CRITERIA & RATINGS

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

Rating Project Performance		
Criteria	Comments	
Monitoring and Evaluation: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of M&E	(rate 6 pt. scale)	
M&E design at project start up	(rate 6 pt. scale)	
M&E Plan Implementation	(rate 6 pt. scale)	
IA & EA Execution: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall Quality of Project Implementation/Execution	(rate 6 pt. scale)	
Implementing Agency Execution	(rate 6 pt. scale)	
Executing Agency Execution	(rate 6 pt. scale)	
Outcomes: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		

Overall Quality of Project Outcomes	(rate 6 pt. scale)	
Relevance: relevant (R) or not relevant (NR)	(rate 2 pt. scale)	
Effectiveness	(rate 6 pt. scale)	
Efficiency	(rate 6 pt. scale)	
Sustainability: Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U).		
Overall likelihood of risks to Sustainability:	(rate 4 pt. scale)	
Financial resources	(rate 4 pt. scale)	
Socio-economic	(rate 4 pt. scale)	
Institutional framework and governance	(rate 4 pt. scale)	
Environmental	(rate 4 pt. scale)	
Impact: Significant (S), Minimal (M), Negligible (N)		
Environmental Status Improvement	(rate 3 pt. scale)	
Environmental Stress Reduction	(rate 3 pt. scale)	
Progress towards stress/status change	(rate 3 pt. scale)	
Overall Project Results	(rate 6 pt. scale)	

V. PROJECT FINANCE / COFINANCE

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

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

VI. MAINSTREAMING

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

VII. IMPACT

The evaluator will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, or c) demonstrated progress towards these impact achievements.

VIII. CONCLUSIONS, RECOMMENDATIONS & LESSONS

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

IX. IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Albania. The UNDP CO will contract the evaluator and ensure the timely provision of per diems and travel arrangements within the country for the evaluation mission. The Project Team will be responsible for liaising with the evaluator to set up stakeholder interviews, arrange field visits, coordinate with the Government counterparts etc. The project will also bear the costs of transportation and interpretation for the evaluator during the in-country mission to Albania.

X. EVALUATION TIMEFRAME

The total duration of the evaluation will be 15 days according to the following plan:

Activity	Timing	Completion Date *
Preparation	2 days	30 March 2013
Evaluation Mission	6 days	8 April 2013
Draft Evaluation Report	5 days	25 April 2013
Final Report	2 days	15 May 2013

* The completion dates are indicative and to be specified after consultation with the selected International Consultant

XI. EVALUATION DELIVERABLES

The evaluator is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Note	Evaluator provides clarifications on timing and method	No later than 1 week before the evaluation mission	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 2 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

TOR ANNEX A: PROJECT LOGICAL FRAMEWORK

Project Goal	The long term goal is to assist Albania in establishing a mechanism by which strategies to moderate, cope with, and take advantage of the consequences of climate change are enhanced, developed, and implemented.				
Project Strategy	Objectively verifiable indicators				
	Indicator	Baseline	Target	Source of Verification	Risks and Assumptions
Project objective: To build adaptive capacities in the DMRD to ensure resilience of the key ecosystems and local livelihoods to climate change. This will be done by first identifying, and then integrating climate change response measures into development programming in the DMRD.	Enhanced resilience of DMRD coastal area covering approximately 140 km ² due to adaptation measures	DMRD ecosystem faces additional stress induced by climate change. Sea level rise, more frequent and intense floods, frequent inundation of low lying coastal areas affecting life cycles of species and \risk of habitat loss and ecosystem fragmentation of a unique compound ecosystem of sandy dunes, lagoons and coastal wetlands. There are no efforts currently underway to address climate change impacts on ecosystem degradation.	At least two types of resilience-enhancing measures employed by the project upon its completion, covering 45% of ecosystem area of concern	Ecological Risk Assessment report and / or extracts from bio-monitoring. Pilot project reports; Project annual reports	Baseline projects aimed at promoting sustainable development in Lezha region in general and addressing human induced threats to biodiversity in particular are successful in meeting their baseline objectives (see baseline section for list of projects). There is political stability and national and local governments' interest in promoting adaptation objective under the UNFCCC remains as strong as it has been under the FNC, TNA and SNC. Local communities in Lezha Region understand climate change implications and are supportive of proposed adaptation measures.
Outcome 1: Capacities to monitor and respond to anticipated climate change impacts in the DMRD at the institutional and community levels developed	50-60% of organizations and / or population with access to climate change impact information and adaptation options for DMRD coastal area.	There is only a very general understanding of how CC could impact coastal area ecosystems.	By project end, 60% of local organisations and / or population given access to systematic data and information on the physical and biological impacts of climate change on the DRMD ecological systems.	Final project report; Independent evaluation	Access to high-quality training resources can be effectively obtained. (This risk will be mitigated through access to the emerging "adaptation community" that has been engaged in development of the UNDP-GEF APF)
Outcome 2: DRMD region's conservation and development programmes, plans and policies and climate change concerns in the DMRD integrated	Development programmes/ plans have been modified to address climate change adaptation measures (such as environmental zoning of the coastal area, tourism development, agriculture development, wastewater and sewage development plans)	Under the FNC, general response measures such as better in-situ conservation and monitoring have been identified	By the end of the project, at least five baseline programmes and policies modified as a result of risk assessment and scenario planning exercise;	Final project report	Local authorities and project teams responsible for implementing regional plans, strategies and projects are open to integrating adaptation measures. (This risk will be addressed through an emphasis on active participation from national and local level institutions, as well as the NGO sector, and the

	Implementation of adaptation response measures, as part of the development programs in the DMRD, initiated	Programming teams and documents do not take into account CC impacts on BD	By the end of the project, at least five adaptation measures designed and initiated.	Documents, annual reports put out by management teams of baseline programmes	sharing of information)
	<p>Ability of the protected area network to provide effective protection to DMRD's globally significant biodiversity against climate-related risks is increased. Indicators for monitoring this are based on the GEF's METT approach of using proxy indicators, as follows:</p> <p>1) Increased territorial coverage of PAs in the DMRD to increase habitat heterogeneity, corridors, etc</p> <p>2) Management plan of expanded protected area takes into account climate information to define and implement additional conservation activities specifically targeted to increasing resilience to climate change (e.g., restoration of coastal dunes and other measures identified by the project)</p>	<p>4,500 ha</p> <p>Management plan does not include specific actions responding to climate change</p>	<p>9,394 ha</p> <p>At least 2 types of resilience measures specifically aimed at increasing coping capacity of the ecosystem to CC are taken into account within the PA management plan</p>	<p>Independent evaluation</p> <p>Independent evaluation</p>	
Outcome 3: Capacity for adaptive management, monitoring and evaluation, learning, and replication of project lessons developed	Knowledge and capacity for upscale and replication is in place	No regions of Albania are considering the issue of adaptation to CC as there is not sufficient knowledge and experience to do so	By the end of the project, at least 2 other regions have requested a consultation and / or support of the adaptation project team to help mainstream adaptation in vulnerable districts	Final project report	Socio-economic and political stability enables a focus on sustainable development by all Regional Councils
	Number of queries from other donors	No donors in Albania are considering the issue of adaptation to CC	By the end of the project, all donors who are active in vulnerable areas of Albania have had substantive discussions with the adaptation project team	Final project report	

TOR ANNEX B: LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATOR

- Project Document (2008)
- Project Inception Report (2009)
- APR/PIRs (2010, 2011, 2012)
- Standard Annual Progress Reports (2009, 2010, 2011, 2012)
- Project Mid-term Evaluation Report (2011)
- Annual/Multi-year Work Plans (project budget and its revisions 2009-2013)
- Project Annual Work Programmes (2009-2013)
- Minutes of the Project Board meetings (2009, 2010, 2011, 2012, 2013)
- Letters of Intent and Letters of Agreement signed with regard to the project
- Data on co-financing, including additionally leveraged
- List of project publications (copies of the publications to be provided)

TOR ANNEX C: EVALUATION QUESTIONS

Evaluative Criteria	Questions	Indicators	Sources
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			

TOR ANNEX F: EVALUATION REPORT OUTLINE³

i. Opening page:

- Title of UNDP supported GEF financed project
- UNDP and GEF project ID#s.
- Evaluation time frame and date of evaluation report
- Region and countries included in the project
- GEF Operational Program/Strategic Program
- Implementing Partner and other project partners
- Evaluation team members
- Acknowledgements

ii. Executive Summary

- Project Summary Table
- Project Description (brief)
- Evaluation Rating Table
- Summary of conclusions, recommendations and lessons

iii. Acronyms and Abbreviations

(See: UNDP Editorial Manual⁴)

1. Introduction

- Purpose of the evaluation
- Scope & Methodology
- Structure of the evaluation report

2. Project description and development context

- Project start and duration
- Problems that the project sought to address
- Immediate and development objectives of the project
- Baseline Indicators established
- Main stakeholders
- Expected Results

3. Findings

(In addition to a descriptive assessment, all criteria marked with (*) must be rated⁵)

3.1 Project Design / Formulation

- Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Replication approach
- UNDP comparative advantage
- Linkages between project and other interventions within the sector
- Management arrangements

3.2 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Partnership arrangements (with relevant stakeholders involved in the country/region)
- Feedback from M&E activities used for adaptive management

³ The Report length should not exceed 40 pages in total (not including annexes).

⁴ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008.

⁵ Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- Project Finance:
- Monitoring and evaluation: design at entry and implementation (*)
- UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues

3.3 Project Results

- Overall results (attainment of objectives) (*)
- Relevance(*)
- Effectiveness & Efficiency (*)
- Country ownership
- Mainstreaming
- Sustainability (*)
- Impact

4. Conclusions, Recommendations & Lessons

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

5. Annexes

- ToR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form

ANNEX B: ITINERARY

Mission Agenda for the Terminal Evaluation Expert

Date	Time	
Sunday, 7 April	00:45	Arrival in Tirana
Monday, 8 April	10.00 – 11.45	Meeting with: 1. Mrs. Eglantina Bruci, Project Coordinator of MSP_DMRD – CCP UNDP, Tirana 2. Meeting with Mrs. Emirjeta Adhami, Technical Assistant of DMRD Project – CCP UNDP, Tirana
	16.00 – 17.00	Meeting with 1. Mr. Freddy Austly, Deputy Director of UNDP CO Albania, Tirana 2. Mrs. Elvita Kabashi, Programme Officer for Environment Sector at UNDP CO Albania, Tirana
	13.00 – 14.00	Lunch
	14.15 – 15.10	Meeting with Mr. Pellumb Abeshi, Project Director at MoEFWA – MoEFWA, Tirana
	15.30 – 16.15	
	16.15 – 17.00	Meeting with Mrs. Melita Leka, Administrative/Finance Assistant of DMRD Project – CCP UNDP, Tirana
Tuesday, 9 April	07.30 – 08.45	Travel to Fushë Kuqe
	09.00 – 10.00	Meeting with Head of Fushë Kuqe Commune, Fushë Kuqe, Lezha
	10.00 – 10.20	Travel to Lezha
	10.30 – 11.20	Meeting with Mr. Jak Gjini, Local Project Coordinator of DMRD Project, CCP UNDP, Lezha
	11.30 – 12.15	Meeting with Mr. Pashk Gjoni, Head of Regional Council of Lezha, Regional Council Lezha
	12.15 – 13.00	Meeting with: 1. Mrs. Linda Maci, Director of Regional Development and Integration, Regional Council Lezha 2. Mrs. Vitore Isufi Directorate of Territory Planning, Projects and Inspection, Regional Council Lezha
	13.00 – 14.00	Lunch
	14.10 – 15.00	Meeting with Mr. Pashk Ndoci, ex Head of Mati River Basin Board, Lezha
	15.15 -16.45	Meeting with: 1. Mr. Ali Brahimi, Head of “EIRLA” NGO, Lezha 2. Mr. Pjeter Toni Head of Kune Vain protected area, Shëngjini, Lezha

	17.00 – 18.30	Travel to Tirana
Wednesday, 10 April	07.30 – 08.45	Travel to Shëngjini
	09.30 -11.30	Meeting with Head/ Deputy head of <i>Shëngjini Commune, Lezha</i>
	11.30 – 13.00	Site visit at Kune area
	13.00 – 14.00	Lunch
	14.00 – 14.20	Travel to Shënkoll Commune
	14.30 – 15.00	Meeting with Head of Shënkoll Commune
	15.00 – 17.00	Site visit at Vaini area
	17.00 – 18.30	Travel to Tirana
Thursday, 11 April	09.30 – 11.30	Meeting with: 1. Mr. Nehat Dragoti, Chief of PA section at Biodiversity directory, <i>MoEFWA, Tirana</i> 2. Mrs. Elvana Ramaj, Specialist at Biodiversity directory, <i>MoEFWA, Lezha</i>
	11.30 – 13.00	Meeting with: 1. Mr. Alfred Mullaj, expert on biodiversity, <i>FNS, Tirana</i> 2. Mr. Abdulla Diku, expert on agriculture, <i>Tirana</i> 3. Mrs. Miriam Ndini, expert on hydrology, <i>INEWE, Tirana</i> 4. Mr. Andrian Vaso, expert on environmental restoration & ICZM, <i>Tirana</i>
	13.00 – 14.00	Lunch
	14.0 – 16.00	Meeting with project staff
Friday, 12 April	09.30 – 11.00	Meeting for short presentation of the evaluation with project staff, <i>CCP UNDP, Tirana</i>
	13.00	Departure from Tirana

ANNEX C: LIST OF PERSONS INTERVIEWED

Organisations	Individuals (name, position)
UNDP Bratislava Regional Centre	Ms. Anna Kaplina, Climate Change Programme Analyst Ms. Keti Chachibaia, former Regional Technical Advisor for Adaptation
UNDP CO Albania	Ms. Elvita Kabashi, Programme Officer for Environment
UNDP Climate Change Program	Mrs. Mirela Kamberi, Team leader/Project coordinator of CC Programme Mrs. Odeta Zheku, Communications Officer
Drini-Mati River Delta Project	Mrs. Eglantina Bruci, Project Coordinator Mrs. Emerjeta Adhami, Technical Assistant Mr. Jak Gjini, Local Project Coordinator Ms. Melita Leka, Administrative/Finance Assistant Mr. Abdulla Diku, project expert on agriculture Mrs. Miriam Ndini, project expert on hydrology Mr. Adrian Vaso, project expert on environmental restoration and ICZM Mr. Robert Kay, International Technical Advisor
Ministry of Environment, Forestry and water Administration	Mr. Pellumb Abeshi, Director, General Directorate of Environmental Policies, National Project Director, GEF Operational Focal Point Mr. Fatos Bundo, Director, Directorate of Biodiversity Mr. Nehat Dragoti, Head, Sector of Protected Areas and National Parks Mrs. Elvana Ramaj, Specialist at Biodiversity directory
Regional Council of Lezha	Mr. Pashk Gjoni, Head, Mrs. Linda Maci, Head, Directorate of Integration and Development Mrs. Vitore Isufi, Directorate of Territory Planning, Projects and Inspection Ms. Onelda Perndreca, Project Proposals Sector, Lawyer
Fushe Kuqe Commune	Mr. Gjevalin Miri, Head Ms. Dafina Doci, Lawyer
Shengjini Commune	Mr. Vat Gjellaj, Deputy
Shenkoll Commune	Mr. Fran Frrokaj, Head
Kune Vain Protected Area	Mr. Ndrec Pjetri, staff member (forestry technician)
Mati River Basin Board	Mr. Pashk Ndoci, former Head
CEMSA project	Mr. Arben Gazheli, National coordinator
EIRLA Association	Mr. Ali Brahimi, Head
"Albgarden" private company	Mr. Pjeter Trasha

Annex D: LIST OF DOCUMENTS REVIEWED

- Project Document (2008)
- Project Inception Report (2009)
- Project Synthesis Report (2013)
- APR/PIRs (2010, 2011, 2012)
- Standard Annual Progress Reports (2009, 2010, 2011, 2012)
- Project Mid-term Evaluation Report (2011)
- Annual/Multi-year Work Plans (project budget and its revisions 2009-2013)
- Project Annual Work Programmes (2009-2013)
- Minutes of the Project Board meetings (2009, 2010, 2011, 2012, 2013)
- Project proposals based on priority measures to adapt to climate changes
- Letters of Intent and Letters of Agreement signed with regard to the project
- Data on co-financing, including additionally leveraged
- List of project publications (copies of the publications to be provided)
- Exit Strategy: Actions and approaches to ensure sustainability of Project investments (2013)
- Evaluation of the GEF Strategic Priority for Adaptation (July 2011), GEF Evaluation Office, Evaluation Report No.61
- Regional Sustainable Development Concept (2010-2016) for the County Council of Lezhe (2012)
- Final Report of the Project "Albanian National Capacity Self-Assessment for Global Environmental Management" (2006)
- GEF Evaluation Office Handbook on the Review of Outcomes to Impacts (RoTI)
- <http://www.climatefundsupdate.org/listing/strategic-priority-on-adaptation>
- <http://www.thegef.org/gef/SPA>
- <http://undp-alm.org>
- http://dsdc.gov.al/dsdc/National_Strategy_for_Development_and_Integration_7_2.php
- http://dsdc.gov.al/dsdc/Drafting_of_National_Strategy_for_Development_and_Integration_2013_2020_484_2.php

ANNEX E: EVALUATION QUESTION MATRIX

Evaluative Criteria	Questions	Indicators	Sources
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
Is the project relevant to UNFCCC and GEF objective?	How does the project support the objectives of the UNFCCC? How does the project support the objectives of the GEF? Does the project participate in the implementation of UNFCCC in Albania? Is the GEF incremental cost principle being respected?	Level of coherence between project objectives and those of the UNFCCC Degree of coherence between the project and national priorities, policies and strategies	Project documents National communications to the UNFCCC Review of national strategies/policies listed in PD design stage
Is the project relevant to UNDP objectives?	How does the Project support the objectives of UNDP in this sector?	Existence of a clear relationship between the project objectives and sustainable development objectives of UNDP and between project objectives and UNDP strategic results framework	UNDP strategies and programmes (UNDAF, CPAP)
Is the project relevant to Albania's development objectives?	How does the project support objectives of the development of Albania? How country-driven is the project? Does the project adequately take into account national realities, both in terms of institutional framework and programming in its design and implementation? To what extent were national partners involved in pro implementation? Were GEF criteria for project identification adequate for actual needs of the country?	Degree in which the project supports national environmental objectives Degree of coherence between the project and national priorities, strategies, policies Level of appreciation from national stakeholders with respect to the adequacy of the project Level of involvement of Government officials and other partners in the project	Project documents National policies and strategies Interviews with key government official and partners
Is the project addressing the needs of target beneficiaries	How does the project support the needs of target beneficiaries? Has project implementation been inclusive of all relevant stakeholders? Are local beneficiaries and stakeholders adequately involved in project design and implementation?	Strength of the link between expected results from the project and the needs of target beneficiaries Degree of involvement and inclusiveness of beneficiaries and stakeholders in project design and implementation	Project documents Interviews with target beneficiaries and stakeholders
How is the project relevant in light of other donors?	Does the project remain relevant in terms of areas of focus and targeting of key activities? How to GEF funds help to fill gaps (or give additional stimulus) that are crucial but not covered by other donors?	Degree to which project was coherent and complementary to other donor programming in the project target area	Project documents Information on other activities conducted by organizations/donors
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			

How is the project effective in achieving its expected outcomes?	Is the project effective in achieving its expected outcomes: - capacities to monitor and respond to anticipated CC impacts in the DMRD at the institutional and community levels developed - DMRD region's conservation and development programmes, plans and policies integrate CC risks and take local pilots actions for coastal adaptation - capacity for adaptive management, monitoring and evaluation, learning and replication of project lessons developed	Change in CC impacts through institutional and community activities strengthening Change in the region's plans and policies Change in the capacities of project stakeholders in the region Change in the resilience of habitats	Project documents Interviews
Are project activities designed to achieve project outcomes?	Is there a direct and strong link between expected results of the project (RRF) and the project design Is actual project implementation coherent with project design Is the length of the project conducive to achieve project outcomes	Level of coherence between project expected results and project design internal logic Level of coherence between project implementation approach and project design	Project documents Key stakeholders
How is risk and risk mitigation being managed?	How well are risks and assumptions being managed? What was the quality of the risk mitigation strategies developed? Were these sufficient?	Completeness of risk identification and assumptions during project planning Quality of existing information systems in place to identify emerging risks and other issues Quality of risk mitigation strategies development and followed	Project documents and evaluations UNDP staff and project partners ATLAS risk log
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
Is project support channeled in an efficient way?	Is adaptive management used or needed to ensure efficient resources use? Are the RRF and work plans and any changes made to them used as management tools during implementation? Are the accounting and financial systems in place adequate for project management and producing accurate and timely financial information? Are progress reports produced accurately, timely and respond to reporting requirements including adaptive management changes? Is implementation as cost effective as originally proposed (planned vs. actual) Is the leveraging of funds (co-financing) happening as planned?	Availability and quality of financial and progress reports Timeliness and adequacy of reporting provided Level of discrepancy between planned and utilized financial expenditures Planned vs. actual funds leveraged Cost in view of results achieved compared to costs of similar projects Adequacy of project choices in view of existing context, infrastructure and cost Quality of RBM reporting (progress reporting, M&E) Occurrence of changes in project design/implementation approach when needed to improve project efficiency Existence, quality and use of M&E, feedback and dissemination mechanisms to share findings, lessons learned, recommendations Cost associated with delivery mechanism and management structure compared to alternatives	Project documents Financial data PIRs, MTE report and other reports Management responses to MTE Interviews with UNDP, gov't officials, project personnel, beneficiaries

	<p>Are financial resources utilized efficiently? Could financial resources have been more effective?</p> <p>How is RBM used during project implementation?</p> <p>Is there an institutionalize or informal feedback or dissemination mechanism to ensure that findings pertaining to project design and implementation effectiveness are shared among project stakeholders, UNDP and other relevant organizations for on-going project adjustment and improvement</p> <p>Does the project successfully mainstream UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters and gender?</p>		
How efficient are partnership arrangements for the project?	<p>To what extent are partnerships/linkages between institutions/organizations being encouraged and supported?</p> <p>Which partnerships/linkages are facilitated? Which ones can be considered sustainable?</p> <p>What is the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP and Gov't of Albania)</p> <p>Which methods were successful or not and why?</p>	<p>Specific activities conducted to support the development of cooperative management between partners</p> <p>Examples of supported partnerships</p> <p>Evidence that particular partnerships/linkages will be sustained</p> <p>Types/Quality of partnership cooperation methods utilized</p>	<p>Project documents, MTE report</p> <p>Project partners</p> <p>Beneficiaries</p>
Does the project efficiently utilize local capacity in implementation?	<p>Was an appropriate balance struck between utilization of internat'l expertise and local capacity?</p> <p>Did the project take into account local capacity in design and implementation?</p>	<p>Proportion of total expertise utilized taken from Albania</p> <p>Number/Quality of analyses done to assess local capacity potential and absorptive capacity</p>	<p>Project documents</p> <p>UNDP and pro partners</p> <p>Beneficiaries</p>
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
Are sustainability issues adequately integrated in project design?	Are sustainability issues integrated into the design and implementation of the project?	<p>Evidence/Quality of sustainability strategy</p> <p>Evidence/Quality of steps taken to address sustainability</p>	<p>Project documents and evaluation</p> <p>UNDP personnel and project partners</p>
Financial sustainability	<p>Does the project adequately address financial and economic sustainability issues?</p> <p>Are the recurrent costs after Project completion sustainable?</p>	<p>Level and source of future financial support to be provided relevant sectors and activities in Albania after project end</p> <p>Evidence of commitments from government or other stakeholders to financially support relevant sectors of activities after project end</p> <p>Level of recurrent costs after completion of project</p>	<p>Project documents</p> <p>UNDP personnel and project partners</p> <p>Beneficiaries</p>
Organizational arrangements and	Are the results of efforts made during project implementation period well assimilated by	Degree to which project activities and results have been taken over by local counterparts or institutions/organizations	<p>Project documents</p> <p>UNDP personnel and project</p>

continuation of activities	<p>organizations and their internal systems and procedures?</p> <p>Is there evidence that project partners will continue their activities beyond project support?</p> <p>What degree of local ownership of initiatives and results exists?</p> <p>Are appropriate 'champions' being identified and/or supported?</p>	<p>Level of financial support to be provided to relevant sectors and activities by in-country actors after project end</p> <p>Number/Quality of champions identified</p>	<p>partners</p> <p>Beneficiaries</p>
Enabling Environment	<p>Are laws and policies frameworks being addressed through the project to address sustainability of key initiatives and reforms?</p> <p>Are the necessary related capacities for lawmaking and enforcement being built?</p> <p>What is the level of political commitment to build on the results?</p>	<p>Efforts to support the development of relevant laws and policies</p> <p>Evidence of commitment by the policy-makers through information disseminated, enactment of laws and resource allocation to priorities</p>	<p>Project documents, national regulations</p> <p>UNDP, Gov't officials</p>
Institutional and individual capacity building	<p>Is the capacity in place at the national and local levels adequate to ensure sustainability of results achieved to date?</p>	<p>Elements in place in different management functions, at the appropriate levels in terms of adequate structures, strategies, systems, skills, incentives and interrelationships with other key actors</p>	<p>Document review at national/local level</p> <p>Capacity assessments, if available</p>
Social and political sustainability	<p>Does the project contribute to key building blocks for social and political sustainability?</p> <p>Does the project contribute to consumers' acceptance of the new products and/or practises?</p>	<p>Examples of contributions to sustainable political and social change</p>	<p>Document review at national/local level</p>
Replication	<p>Are project activities and results being replicated elsewhere and/or scaled up?</p> <p>What is the project contribution to replication or scaling up of innovative practises?</p>	<p>Number/quality of replicated initiatives</p> <p>Number/quality of replicated innovative initiatives</p> <p>Volume of additional investment leveraged</p>	<p>Project documents</p> <p>Other donor programming documents</p> <p>UNDP, donors, Gov't</p>
Challenges to sustainability of project	<p>What are the main challenges that may hinder sustainability of efforts?</p> <p>Have any of these been addressed through project management?</p> <p>What could be the possible measures to further contribute to the sustainability of efforts achieved with the project?</p> <p>Which areas/arrangements under the project show the strongest potential for lasting long-term results?</p> <p>What are the key challenges and obstacles to the sustainability results of the project initiatives that must be directly and quickly addressed?</p>	<p>Challenges in view of building blocks of sustainability</p> <p>Recent changes which may present new challenges to the project</p>	<p>Project documents.</p> <p>Data collected during evaluation</p> <p>Interviews</p>
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or			

improved ecological status?			
How is the project effective in achieving its long-term objectives?	<p>Is the project achieving its long-term objectives that is to ensure resilience of the key ecosystems and local livelihoods in CC?</p> <p>Is the project being effective in addressing the threat to ecosystems and livelihoods?</p> <p>To what extent is the project focusing on building the capacity of key individuals and institutions at the national and local levels?</p>	<p>Change to the quality and strength of barriers targeted by the project:</p> <ul style="list-style-type: none"> - observation and forecasting capacity in the coastal region - adaptation needs are to be considered into coastal area planning - programmes and projects directed towards protection of unique coastal compound ecosystem of DMRD should accommodate CC concerns - limited understanding of the coastal habitat change instigated by CC that could lead to the combined efforts for autonomous and planned adaptation 	<p>Project documents and technical reports</p> <p>UNDP personnel and project partners</p> <p>Beneficiaries</p>
How is the project effective in achieving the objectives of the UNFCCC	<p>What are the impacts or likely impacts of the project?</p> <ul style="list-style-type: none"> - on the local environment, particularly in regard to adaptation response measures - on poverty alleviation, improved governance, prevention and recovery from natural disasters and gender - on other socio-economic issues 	Provide specific examples of impacts at those three levels, as relevant	<p>Project documents</p> <p>UNFCCC and national communications</p> <p>Key stakeholders</p> <p>Project technical reports</p>

Annex F: Summary Evaluation of Project Achievements by Objectives and Outcomes

The Project logframe was revised as advised by the MTE. The present evaluation matrix uses this revised logframe.

KEY:

GREEN

= Indicators show achievement as satisfactory or higher.

YELLOW

= Indicators show some progress in achieving targets with a rating of moderately unsatisfactory to moderately satisfactory.

RED

= Indicators show poor or no progress in achieving targets with a rating of unsatisfactory or highly unsatisfactory.

Project Goal		The long term goal is to assist Albania in establishing a mechanism by which strategies to moderate, cope with, and take advantage of the consequences of climate change are enhanced, developed, and implemented.									
	Aim	Performance Indicator	Targets		Delivery Status April 2013	Rating					
			Baseline	End of Project		HS	S	MS	MU	U	HU
I.1	OBJECTIVE: To build adaptive capacities in the DMRD to ensure resilience of the key ecosystems and local livelihoods to climate change	Enhanced resilience of DMRD coastal area covering approximately 140 km ² due to adaptation measures	There are no efforts currently underway to address climate change impacts on ecosystem degradation	At least two types of resilience-enhancing measures employed by the project upon its completion, covering 45% of ecosystem area of concern	- Integrated Ecosystem Monitoring Programme developed. This system is combined with early warning, to broadcast real time information related to weather extremes to the local government - integration of climate change indicators into the National Monitoring Program of Environment and integrated monitoring included in the monitoring scheme for the years 2012, 2013 - dune planting conducted in the pilot area coverage 20 % of dune system project area (0,5 ha coverage of <i>Ammophilia arenaria</i>)						

Project Goal		The long term goal is to assist Albania in establishing a mechanism by which strategies to moderate, cope with, and take advantage of the consequences of climate change are enhanced, developed, and implemented.									
	Aim	Performance Indicator	Targets		Delivery Status April 2013	Rating					
			Baseline	End of Project		HS	S	MS	MU	U	HU
O1.1	OUTCOME 1 Capacities to monitor and respond to anticipated climate change impacts in the DMRD at the institutional and community levels developed	50-60% of organizations and / or population with access to climate change impact information and adaptation options for DMRD coastal area	There is only a very general understanding of how climate change could impact coastal area ecosystems	By project end, 60% of local organisations and / or population given access to systematic data and information on the physical and biological impacts of climate change on the DRMD ecological systems.	- Integrated Ecosystem Monitoring Programme developed. This system is combined with early warning, to broadcast real time information related to weather extremes to the local government - Alert system for extreme events in DMRD area established to include Prefecture of Lezha and Regional Council of Lezha - integration of climate change indicators into the National Monitoring Program of Environment and integrated monitoring included in the monitoring scheme for the years 2012,2013 - detailed assessment of current (2009) status of ecosystems/sector in the DMRD area, climate change scenarios developed (2010), impact assessment reports on BD and other sectors with associated GIS data, habitats' map (2012), geomorphologic evolution and conceptual geomorphologic model to 2100, flooding map - detailed assessment of risks and CC impacts in a broad range of relevant fields (climatology, BD, agriculture, tourism, population & settlements, restoration measures, ICZM, legislation, etc), cost & benefits analysis						

Project Goal		The long term goal is to assist Albania in establishing a mechanism by which strategies to moderate, cope with, and take advantage of the consequences of climate change are enhanced, developed, and implemented.									
	Aim	Performance Indicator	Targets		Delivery Status April 2013	Rating					
			Baseline	End of Project		HS	S	MS	MU	U	HU
O2.1	OUTCOME 2 DRMD region's conservation and development programmes, plans and policies and climate change concerns in the DMRD integrated	Development programmes plans have been modified to address climate change adaptation measures (such as environmental zoning of the coastal area, tourism development, agriculture development, wastewater and sewage development plans)	Under the FNC, general response measures such as better <i>in-situ</i> conservation and monitoring have been identified	By the end of the project, at least five baseline programmes and policies modified as a result of risk assessment and scenario planning exercise	- adaptation plans drafted by 3 communes, new development plans of communes drafted - input to mainstreaming CC adaptation into cross-sectoral strategy for environment of MOEFWA - recommendations for integrating Adaptation Measures in Development and Infrastructure Plans/Programmes in DMRD area, namely <ul style="list-style-type: none">• Regional Plan for Shkoder-Lezhe (2005-2020)• Bay of Drini Integrated Territorial Planning Study, Incorporating the Strategic Environmental Assessment Report• Regional Development Concept Lezha Region• Local Development Plans (Shënkoll and Fushe Kuqe Communes)• Local Environmental Action Plan Commune of Shengjin• Regional Environmental Action Plan Drini river delta, Shkodra - Lezhe• Regional Development Strategy Millennium Development Goals - "The standard structure of management plans [for protected areas] in Albania" has integrated CC adaptation - Concept of Regional Development for Lezha 2010-2015 includes the creation of " bio-corridors" to increase connectivity of coastal PAs and increase adaptive capacity of ecosystems to CC, prevention of coastal erosion and flood protection through use of traditional materials, update construction codes to take into account CC and sea level risk for new infrastructure and CC curricula in professional education system - CC and adaptation to be integrated into new sectoral strategies for a) tourism and agro-tourism; and b) forestry for Regional Council of Lezha - Mati River Basin Management Plan developed in the framework of EU Project “Implementation of the National Plan for Approximation of Environmental Legislation in Albania - Mati River Basin Management Plan” considers climate change & adaptation as an input by the DMRD project.						

67

Project Goal		The long term goal is to assist Albania in establishing a mechanism by which strategies to moderate, cope with, and take advantage of the consequences of climate change are enhanced, developed, and implemented.									
	Aim	Performance Indicator	Targets		Delivery Status April 2013	Rating					
			Baseline	End of Project		HS	S	MS	MU	U	HU
O2.2		Implementation of adaptation response measures, as part of the development programs in the DMRD, initiated	Programming teams and documents do not take into account climate change impacts on biodiversity	By the end of the project, at least five adaptation measures designed and initiated	- Policy Paper "Climate Change Adaptation in the DMRD and Beyond" recommends 7 policy strategies aimed at supporting Albania to take a more strategic approach to CC. Policy paper supported by the MOEFWA and to be uploaded on Ministry webpage for collecting comments -Integrated Ecosystem Monitoring as part of National monitoring Programme for Environment - dune planting conducted in the pilot area coverage 20 % of dune system project area (0,5 ha coverage of <i>Ammophilia arenaria</i>) - 11 project fiches prepared for priority adaptation measures						
O2.3.		1) Increased territorial coverage of PAs in the DMRD to increase habitat heterogeneity, corridors	4,500 ha	9,394 ha	- the territorial coverage of PAs of Kune-Vain-Tale and Patok-Fushe Kuqe-Ishem are enlarged from 4500 to 9393.91 ha						
		2) Management plan of expanded protected area takes into account climate information to define and implement additional conservation activities specifically targeted to increasing resilience to climate change (e.g., restoration of coastal dunes and other measures identified by the project)	Management plan does not include specific actions responding to climate change	At least 2 types of resilience measures specifically aimed at increasing coping capacity of the ecosystem to CC are undertaken within the PA management plan	a package of amendments for integration of adaptation measures into the management of PAs is drafted, comments by MOEFWA/Directorate of BD & Directorate of Water Resources and Fishery are reflected and revised - integration of CC impacts and adaptation measures into the Management Plan of Kune-Vain-Tale project area to be amended to the Kune-Vain management plan during its revision in 2015 - findings from the DMRD project are applied in the "Action Plan for the Conservation of Sea Turtles and their Habitats in Albania"						

Project Goal		The long term goal is to assist Albania in establishing a mechanism by which strategies to moderate, cope with, and take advantage of the consequences of climate change are enhanced, developed, and implemented.									
	Aim	Performance Indicator	Targets		Delivery Status April 2013	Rating					
			Baseline	End of Project		HS	S	MS	MU	U	HU
O3.1	OUTCOME 3 Capacity for adaptive management, monitoring and evaluation, learning, and replication of project lessons developed	Knowledge and capacity for upscale and replication is in place	No regions of Albania are considering the issue of adaptation to climate change as there is not sufficient knowledge and experience to do so	By the end of the project, at least 2 other regions have requested a consultation and / or support of the adaptation project team to help mainstream adaptation in vulnerable districts	- as a follow-up to DMRD findings, the adaptation component of Albania's TNC will focus on development of adaptation action plan for the coast area, based on ICZM - the Miloti Commune (beyond the project area) has drafted and submitted a proposal to the Regional Development Programme for Northern Albania (financed by Austrian Development Agency and Swiss Development Agency). Prepared in partnership with the Fushe Kuqe commune within this project and used the DMRD project information for its baseline - training in cooperation with UNEP of representatives from 10 regional councils covering almost the whole territory of Albania on climate change and adaptation						
O3.2		Number of queries from other donors	No donors in Albania are considering the issue of adaptation to climate change	By the end of the project, all donors who are active in vulnerable areas of Albania have had substantive discussions with the adaptation project team	- a donor meeting was conducted 23 April and the donors and international organizations in attendance were EU Delegation, GIZ, Austrian Development Agency, Italian Cooperation, Albanian Development Fund, USAID, IUCN - a measure proposed by the local community in the capacity building workshops has been considered by the Projects Facility Technical Assistance Window (IPF TA) Western Balkans						