



UNDP Project Document
UNDP-GEF Medium-Size Project (MSP)

Government of Romania

United Nations Development Programme

Strengthening Romania's Protected Area System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park
PIMS 1999
Atlas Project ID00047111

The objective of the project is to demonstrate a landscape-oriented method of managing small protected areas and improving the conservation effectiveness of protected areas and to serve as a basis for replication across the nascent national system of protected areas in Romania.

The project is designed to produce three primary outcomes in order to achieve this objective:

- 1) The productive landscape around Macin Mountains National Park is made more biodiversity friendly;
- 2) Macin Mountains National Park management capacity and conservation effectiveness is secured;
- 3) Replication of small protected area management best practices across national PA system is ongoing.

The approach to be demonstrated by this project applies landscape ecology and biology-inspired conservation tools, emphasizes community and civil society participation and cross-sectoral collaboration, and prioritizes the replication of lessons learned and best practices across the emerging network of over 800 protected areas of various types in Romania.

Table of Contents

<u>Section</u>	<u>Page</u>
<i>Acronyms</i>	3
<i>SECTION I : ELABORATION OF THE NARRATIVE</i>	4
PART I: Situation Analysis	4
PART II : Strategy	4
PART III : Management Arrangements	4
PART IV : Monitoring and Evaluation Plan and Budget	6
PART V: Legal Context	6
<i>SECTION II : STRATEGIC RESULTS FRAMEWORK</i>	7
PART I : Logical Framework Analysis	7
<i>SECTION III : TOTAL BUDGET AND WORKPLAN</i>	7
<i>SECTION IV: ADDITIONAL INFORMATION</i>	9
PART I : 1. Approved MSP proposal	9
2. Other agreements	67
PART II : Organigram of Project (optional)	72
PART III : Terms of References for key project staff and main sub-contracts	74
SIGNATURE PAGE	82

Acronyms

AWP	Annual Work Plan
BCM	The World Bank/GEF “Biodiversity Conservation Management” Project
BD-1	Biodiversity Priority #1 of GEF’s Strategic Priorities.
BSAP	Biodiversity Strategic Action Plan
BoD	Board of Directors
CBD	Convention on Biological Diversity
CCF	Country Cooperation Framework
CITES	Convention on the International Trade in Endangered Species
DNBC	Directorate for Nature and Biodiversity Conservation
DoF	Department of Forests
EIA	Environmental Impact Assessment
EPA	Environmental Protection Agency
FSC	Forest Stewardship Council
GEF	Global Environment Facility
GoR	Government of Romania
IEMR	Institute of Eco-Museum Research
IEA	International Environmental Agreement
IUCN	World Conservation Union
IW	Implementation
MMNP	Macin Mountains National Park
MoAF	Ministry of Agriculture and Forests
METT	(Protected Area) Management Effectiveness Tracking Tool
MoEWM	Ministry of Environment and Water Management
MSP	Medium Size Project
NFA	National Forestry Administration
NP	National Park
NGO	Non-Governmental Organisation
PA	Protected Area
PDF	Project Development Facility
PMU	Project Management Unit
POC	Project Oversight Committee
RCU	Regional Coordinating Unit
SPA	Service for Protected Areas
TAG	Technical Advisory Group
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

SECTION I: ELABORATION OF THE NARRATIVE

PART I: Situation Analysis

Romania's national network of protected areas consists of seventeen national and natural parks and 844 small reserves and protected areas. Of the seventeen national and natural parks, the Danube Delta Biosphere Reserve comprises over 50% of the combined total area of these seventeen parks, encompassing 580,000 hectares. The next largest park is less than 1/5 this size at 115,000 hectares. The third largest park encompasses 75,000 hectares. Seventy percent of these parks are less than 40,000 hectares. Forty-five percent of the seventeen parks are under 20,000 hectares in size. Of the 844 natural monuments and nature reserves, 95% are under 10,000 hectares in size.

Of the seventeen national or natural parks in Romania, only four are actively managed. The remaining 13 parks and 844 smaller reserves are simply not managed at all. The Ministry of Environment and Water Management has recently sub-contracted the management of nearly all the countries national parks to the National Forestry Administration (NFA). The NFA is also responsible for managing 100 of the smaller areas. Models for the management of smaller areas are needed.

PART II: Strategy

The project will contribute to the consolidation and rationalization of Romania's national protected area system by demonstrating best management practices for securing long-term conservation in small protected areas. The replication of the project's best practices will contribute significantly to the maturation of Romania's emerging national level system of PAs. It seeks to build the capacity of protected areas for long term sustainability through legislation, policy and enabling activities to help PAs function effectively at the individual level and hence improve the effectiveness of the national level. As part of this, the project will focus on institutional capacity building to improve aspects of PA management by demonstrating how a small PA can go about working with neighboring communities to maximize conservation effectiveness. The project will catalyze civil society participation in project implementation and in particular in the landscape-scale conservation initiatives and MMNP management, promoting the establishment of community-based conservation areas designed to compliment the conservation goals and objectives of the park itself.

PART I : Management Arrangements

The project will be implemented over a period of three years. Project execution will adhere to UNDP national execution (NEX) project requirements.

Designated Institution: The Ministry of Foreign Affairs is the focal point for coordinating UNDP's technical cooperation in Romania. The Ministry of Agriculture, Forests and Rural Development will serve as the Designated Institution (DI) or National Executing Agency responsible for project implementation. The DI is accountable to the focal point and UNDP for the government's participation in the project. The DI will ensure that internal monitoring and review systems are in place. The DI will prepare the Project Oversight Committee (POC) meetings, and with input from POC members, will provide overall guidance and support to implementation of all project activities. The DI staff and/or experts will be utilized when needed in accordance with UNDP guidelines, and will facilitate interaction among relevant public organizations, research institutions and private organizations.

Implementing Agency: The National Forestry Administration will be designated as the Implementing Agency (IA) for this project. The IA will be responsible for day-to-day project implementation and the timely and verifiable attainment of project objectives. The IA will be designated to deliver specific inputs (services,

expertise, procurement of equipment etc) to the project and produce specific outputs through an agreement with the DI and UNDP CO. The IA is accountable to the POC and UNDP for the proper use of funds provided to it and for the quality, timeliness and effectiveness of the services it provides and the activities it carries out.

UNDP: Working closely with the DI, the UNDP Country Office (CO) will be responsible for: overseeing project budgets and expenditures, recruiting and contracting project personnel and consultant services, procuring equipment (when not done by the Implementing Agency), and project evaluation and reporting, result-based project monitoring, and organizing independent audits to ensure the proper use of UNDP/GEF funds. Financial transactions, auditing and reporting will be carried out in compliance with national regulations and UNDP procedures for national execution.

Day-to-day Project Management and Implementation.

The IA will establish a small Project Management Unit (PMU) in consultation with UNDP. The PMU will be located in the administrative offices for MMNP in Macin. The PMU will consist of following two national staff members: the project manager and a project assistant. The PMU staff salaries will be paid by the NFA from their own budget beginning from the first day of the project. The PMU will be strengthened with national and international short-term experts. GEF funds will pay the costs associated with international and national expert input to the project. Recruitment of expert input for the project will be done in consultation with UNDP and through an open and fair competition following UNDP standard hiring procedures.

The PMU will assume the day-to-day management responsibility for the MSP implementation and coordination among partner organizations. The PM will be responsible for facilitating UNDP's project monitoring duties, preparing technical and financial reports to UNDP and GEF, and confirming the quality of the project's outputs. The Project Manager will also act as an interim Park Manager/Administrator during the project implementation period. One of the most important responsibilities of the PM will be working effectively with members of the Project Oversight Committee (POC) to ensure that project-inspired activities proceed on schedule with each project partner. In addition, the PM will work closely with the IA to coordinate project activities and make the link between project administration and implementation as seamless as possible.

A Project Oversight Committee (POC). The NFA will establish and chair the POC. Membership in the POC will consist of one member from each of the following institutions or stakeholder groups: the Service for Protected Areas (SPA), DNBC (Directorate for Nature and Biodiversity Conservation), MMNP (Macin Mountains National Park), Tulcea Regional Forestry Unit, Macin and Cerna municipalities, Tulcea Environmental Protection Agency, the Milvus Group, and UNDP. The POC's role will be comprised of four main responsibilities. First, when required, the POC will serve as a forum for stakeholder input and discussion. Second, the POC will oversee project implementation, meeting on a semi-annual basis to review project progress and approve annual project workplans. Any major changes in project plans or programs will require approval from the POC in order to take effect. Thirdly, POC members will facilitate the implementation of project activities in their respective organizations, ensure that cooperative activities are implemented in a timely manner, and facilitate the integration of project-inspired activities into existing programs and practices. The Implementing Agency will report to the POC at each meeting. Representatives of partner and co-funding organizations not represented on the POC will be invited to attend POC meetings on an as needed basis.

In order to accord proper acknowledgement to GEF for providing funding, a GEF logo should appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper

acknowledgment to GEF. The UNDP logo should be more prominent - and separated from the GEF logo if possible, as UN visibility is important for security purposes.”

PART IV: Monitoring and Evaluation Plan and Budget

The [Monitoring](#) and Evaluation is described in detail in *SECTION IV*, Part I – Approved MSP proposal. M&E budget has been reconsidered and increased in comparison to the approved project proposal by 51,000 US\$ (please see the revised version of the [Monitoring and Evaluation](#) table. Main changes are: budget for the inception workshop, an increased amount for Final evaluation, more targeted amounts for lessons learned and field visits).

PART V: Legal Context

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Romania and the United Nations Development Programme, signed by the parties on 23 January 1991. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The UNDP Resident Representative in Bucharest is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outcomes, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document

SECTION II : STRATEGIC RESULTS FRAMEWORK

PART I: Logical Framework Analysis

Table 1: Objectively Verifiable Impact Indicators

Please see the Approved MSP Proposal, *SECTION IV*, [Annex 1](#)

SECTION III : TOTAL BUDGET AND WORKPLAN

TOTAL WORKPLAN AND BUDGET										
Award ID: 47111										
Award Title: PIMS 1999 BD MSP: Strengthening Romania's Protected Area System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park										
Project ID: 47111										
Project Title: PIMS 1999 BD MSP: Strengthening Romania's Protected Area System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park										
Executing Agency: Ministry of Agriculture, Forests and Rural Development (NEX)										
GEF Outcome/Atlas Activity	Responsible Party	Source of Funds	Atlas Code	ERP/ATLAS Budget Description/Input	Amount (USD) Year 1	Amount (USD) Year 2	Amount (USD) Year 3	Amount (USD) Year 4	Amount (USD) Year 5	Total (USD)
OUTCOME 1 Productive landscape is biodiversity friendly	NFA	GEF	71200	Int'l Consultants	7,000	5,800	8,700	0	0	21,500
			71300	Local Consultants	0	29,500	13,000	4,500	1,000	48,000
			71600	Travel	10,000	36,500	13,000	4,500	0	64,000
			72100	Contracted services	0	3,500	10,000	12,000	0	25,500
			72200	Equipment (2 cars)	0	50,000	0	0	0	50,000
			72800	IT Equipment	10,500	0	0	0	0	10,500
			72400	Communications	4,750	800	800	800	8,000	15,150
			74500	Miscellaneous	2,000	3,500	3,500	3,500	2,000	14,500
				/Sundries						
			72500	Supplies	500	1,600	1,600	1,600	1,100	6,400
			73300	IT Maintenance	0	1,000	1,000	1,000	1,000	4,000
			72300	Materials & goods	0	0	5,000	0	0	5,000
			74200	Translation+ media products	200	2,000	12,000	20,000	7,000	41,200
			sub-total	34,950	134,200	68,600	47,900	20,100	305,750	

OUTCOME 2. Management capacity and conservation effectiveness is secured	NFA	GEF	71200	Int'l Consultants	0	11,800	18,800	5,800	0	36,400
			71300	Local Consultants	0	40,000	37,000	19,000	0	96,000
			71600	Travel	0	23,600	24,500	12,000	0	60,100
			72100	Contractual services (Constructions)	0	60,000	13,500	0	0	73,500
			72300	Materials & goods	0	20,000	4,500	0	7,050	31,550
			72800	IT Equipment	0	50,000	0	0	0	50,000
			72400	Communications	4,000	900	900	900	900	7,600
			72500	Supplies	500	1,600	1,600	1,600	1,100	6,400
			72200	Furniture	1,000	9,000	0	0	0	10,000
			73300	IT Maintenance	0	3,000	4,000	0	0	7,000
			73400	Car Maintenance	0	3,000	3,000	3,000	3,000	12,000
			74200	Publications	0	8,000	12,000	6,000	1,000	27,000
				sub-total	5,500	230,900	119,800	48,300	13,050	417,550
		UNDP	72100	Contracted services	0	15,000	20,000	20,000	0	55,000
				0	15,000	20,000	20,000	0	55,000	
NFA	72100	Contractual Services (aforestation)	0	40,000	80,000	130,000	0	250,000		
	sub-total	0	40,000	80,000	130,000	0	250,000			
OUTCOME 3 Replication model	NFA	GEF	71200	Int'l Consultants	0	10,800	10,800	0	0	21,600
			71300	Local Consultants	0	3,000	16,500	22,500	2,500	44,500
			71600	Travel	0	9,000	13,000	9,000	2,000	33,000
			72100	Contracted services	0	0	4,000	4,000	0	8,000
			72200	Equipment	0	0	0	0	0	
			72400	Communications	4000	800	800	800	800	7,200
			72500	Supplies	500	1,600	1,600	1,600	1,100	6,400
			74200	Publications	0	0	9,500	9,500	1,000	20,000
			74500	Miscellaneous	0	0	0	0	0	0
	sub-total	4500	25,200	56,200	47,400	7,400	140,700			
PM	UNDP	GEF	71200	Intl. Evaluator	0	0	37,000	0	20,000	57,000
			71600	Travel	2000	5,000	9,000	2,000	9,000	27,000
			72400	Communications	500	500	500	500	500	2,500
			72500	Supplies	300	1,000	1,000	1,000	1,000	4,300
				sub-total	2800	6500	47500	27000	20500	87300

			74200	Publications	0	0	3,000	0	5,000	8,000
			74100	Audit	0	0	5,000	3,000	0	8,000
			74500	Miscellaneous	200	1,000	1,000	1,000	1,000	4,200
				sub-total	3,000	7,500	56,500	7,500	36,500	111,000
				TOTAL GEF	47,950	397,800	301,100	151,100	77,050	975,000
				TOTAL PROJECT	47,950	452,800	401,100	301,100	77,050	1,280,000

GEF	47,950	397,800	301,100	151,100	77,050	975,000
UNDP	0	15,000	20,000	20,000	0	55,000
NFA	0	40,000	80,000	130,000	0	250,000
TOTAL	47,950	452,800	401,100	301,100	77,050	1,280,000

SECTION IV: ADDITIONAL INFORMATION

PART : 1. Approved MSP proposal



**MEDIUM-SIZED PROJECT PROPOSAL
REQUEST FOR GEF FUNDING**

AGENCY'S PROJECT ID (PIMS): 1999
GEFSEC PROJECT ID:
COUNTRY: Romania
PROJECT TITLE: Strengthening Romania's Protected Area System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park.
GEF AGENCY: UNDP
OTHER EXECUTING AGENCY (IES): NFA
DURATION: 4 years
GEF FOCAL AREA: Biodiversity
GEF OPERATIONAL PROGRAM: OP #1: Arid and semiarid ecosystems, OP#3 Forest Ecosystems
GEF STRATEGIC PRIORITY: BD-1
ESTIMATED STARTING DATE: July 2005
IMPLEMENTING AGENCY FEE: 146,000

FINANCING PLAN (US\$)	
GEF PROJECT/COMPONENT	
Project	975,000
PDF A*	23,970
Sub-Total GEF	998,970
CO-FINANCING**	
UNDP	55,000
NFA/MMNP	1,592,000
NGOs	25,000
MoEWM	425,000
Sub-Total Co-financing:	2,097,000
Total Project Financing, including PDF-A:	3,095,970
FINANCING FOR ASSOCIATED ACTIVITY IF ANY:	

CONTRIBUTION TO KEY INDICATORS OF THE BUSINESS PLAN:

11,142.2 hectares under improved protected area management by year 4
 11,000 hectares of productive forest under improved biodiversity-oriented management by year 4.

RECORD OF ENDORSEMENT ON BEHALF OF THE GOVERNMENT:

Silviu Stoica, National GEF Focal Point, Ministry of Environment and Water Management Date: March 15, 2005
 Adriana Baz, CBD Focal Point in Romania

This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the GEF Project Review Criteria for a Medium-sized Project.

John Hough
 Officer-in-Charge

Date: 15 June 2005

Project Contact Person:

Ms. Natalia Olofinskaya, UNDP/GEF Regional Coordinator a.i..

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 Nataly.olofinskaya@undp.org

TABLE OF CONTENTS

<i>PART I - PROJECT CONCEPT</i>	13
<i>A – SUMMARY</i>	13
<i>B - COUNTRY OWNERSHIP</i>	13
1. Country Eligibility	13
2. Country Drivenness	13
<i>C – PROGRAM AND POLICY CONFORMITY</i>	14
1. Program Designation and Conformity	14
2. Project Design	15
3. Incremental Cost Matrix	33
4. Sustainability (including financial sustainability)	34
5. Replicability	35
6. Stakeholder Involvement & Implementation Arrangements	35
7. Monitoring and Evaluation	38
<i>D – FINANCING</i>	43
1. Financing Plan	43
2. Cost Effectiveness	44
3. Co-financing	44
<i>E - INSTITUTIONAL COORDINATION AND SUPPORT</i>	44
1. Core Commitments and Linkages	44
2. Linkages to other GEF financed projects in Romania	45
<i>PART II: RESPONSE TO REVIEWS</i>	46
<i>PART III: PROJECT CATEGORY CHECKLIST</i>	46
<i>ANNEXES:</i>	47
Annex 1: Logical Framework	48
Annex 2a: Map - Location of Macin Mountains	51
Annex 2b: Map - Macin Mountains National Park	52
Annex 3: GEF Focal Point Endorsement Letter.....	53
Annex 4: M&E budget	54
Annex 5: Protected Area Management Effectiveness Tracking Tool (METT) Score Sheet. Reporting Progress at Protected Area Sites: Data Sheet	56
Annex 6: Co-funding Confirmation Letters.....	66

LIST OF ACRONYMS

AWP	Annual Work Plan
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SPA	Service for Protected Areas
TAG	Technical Advisory Group
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

PART I - PROJECT CONCEPT

A – SUMMARY

Small protected areas, when managed as “islands” in a productive landscape “sea,” lose biodiversity over time. The objective of this project is to demonstrate a landscape-oriented method of managing small protected areas and improving the conservation effectiveness of protected areas. The project will serve as a basis for replication across the nascent national system of protected areas in Romania.

A modern, national protected area (PA) system is just emerging in Romania. The challenge of maintaining and conserving biodiversity in landscapes dominated by human land-use is of paramount concern to this emerging protected area system. This project is designed to catalyze the adoption of best practices to meet this challenge by focusing on one national park and its surrounding landscape context within the context of this emerging national PA system. The target national park is located in eastern Romania’s ancient Macin Mountains - Macin Mountains National Park (11,142 hectares).

The approach to be demonstrated by this project applies landscape ecology and biology-inspired conservation tools, emphasizes community and civil society participation and cross-sectoral collaboration, and prioritizes the replication of lessons learned and best practices across the emerging network of over 800 protected areas of various types in Romania.

The project is designed to produce three primary outcomes in order to achieve this objective: 1) The productive landscape around Macin Mountains National Park is made more biodiversity friendly; 2) Macin Mountains National Park management capacity and conservation effectiveness is secured; 3) Replication of small protected area management best practices across national PA system is ongoing.

B - COUNTRY OWNERSHIP

1. Country Eligibility

Romania ratified the CBD on the 17th of August 1994, and meets all other eligibility requirements.

2. Country Drivenness

The Government of Romania has long demonstrated a commitment to protecting biodiversity. The country ratified the Bern Convention on conservation of European wildlife and natural habitats in 1993, CITES and CBD in 1994, and the Bonn Convention for the Conservation of Migratory Species in 1998.

Approved in June 1996, the National Biodiversity Strategy and Action Plan (BSAP) identifies the Macin area as a conservation priority. The project furthers several of BSAP’s most important priorities, including: strengthening and extending the network of protected areas; promoting the sustainable use of biological and cultural resources; and encouraging local participation and equitable access to benefits from biodiversity conservation.

In addition, the BSAP identifies steppe ecosystems as being among the most critically threatened by human activities.¹ Steppe grasslands historically covered 16% of Romania; today the last remaining steppe ecosystems are found in the Macin Mountains (see Annex I – Map of Project Area). While Romania has made progress in the area of conservation administration and policy, the achievements to date have been largely focused on the protection of the country’s natural forests. The BSAP notes that “while there has been some encouraging progress in the management of forests there is as yet no such

¹ National Biodiversity Strategy and Action Plan of Romania (1996), section 2.7

management plan for grasslands or steppe ecosystems within Romania”, whereas “these areas also contain important species in need of protection”.²

Under the National Development Plan 2004-2006, the Romanian Government declared "environment protection" as priority # 2 and defined “environment protection” to include nature conservation and sustainable development, including eco-tourism and sustainable forest resource use.

The “Environment for Europe” Ministerial Conference in October 1996 endorsed the Pan-European Biological and Landscape Diversity Strategy (PEBLDS). This Strategy is the Pan-European response to the Convention on Biological Diversity and presents an innovative and proactive approach to stop and reverse the degradation of biological and landscape diversity values in Europe. Endorsed in 1995 by 54 countries including the EU. The Strategy is regarded as innovative, because it addresses all biological and landscape initiatives under one European approach; proactive, because it promotes the integration of biological and landscape diversity considerations into social and economic sectors.

The project, with its focus on strengthening protected areas in part by helping them integrate their conservation planning and actions with the surrounding landscape (including promotion of agro-environmental practices and sustainable forestry), will demonstrate a potentially crucial approach to achieving the main goal of the PEBLDS – to stop and reverse the degradation of biological and landscape diversity values in Europe.

C – PROGRAM AND POLICY CONFORMITY

1. Program Designation and Conformity

This project is consistent with Strategic Priority #1: Catalyzing the Sustainability of Protected Areas (PA). "The key objective of this priority is to conserve biodiversity through the expansion, consolidation, and rationalization of national PA systems." This project will contribute to the consolidation and rationalization of Romania’s national protected area system by demonstrating best management practices for securing long-term conservation in small protected areas.

The replication of the project’s best practices will contribute significantly to the maturation of Romania’s emerging national level system of PAs. The national network of protected areas consists of seventeen national and natural parks and 844 small reserves and protected areas. Of the seventeen national and natural parks, the Danube Delta Biosphere Reserve comprises over 50% of the combined total area of these seventeen parks, encompassing 580,000 hectares. The next largest park is less than 1/5 this size at 115,000 hectares. The third largest park encompasses 75,000 hectares. Seventy percent of these parks are less than 40,000 hectares. Forty-five percent of the seventeen parks are under 20,000 hectares in size. Of the 844 natural monuments and nature reserves, 95% are under 10,000 hectares in size.

Of the seventeen national or national parks in Romania, only three are actively managed. The remaining 14 parks and 844 smaller reserves are simply not managed at all. To be sure, this is changing. The Ministry of Environment and Water Management has recently sub-contracted the management of nearly all the countries national parks to the State Forestry Administration (SFA). The SFA is also responsible for managing 100 of the smaller areas. Models for the management of smaller areas are needed.

This project is designed to complement and catalyze this process of change. It will demonstrate specific interventions such as collaborative management with neighboring productive forest, which are context

² NBSAP (1996) section 4.4

driven and cannot be replicated without the project. The project will also demonstrate landscape-scale conservation planning and emphasize the importance of cross-sectoral solutions to long-term conservation challenges.

It seeks to build the capacity of protected areas for long term sustainability through legislation, policy and enabling activities to help PAs function effectively at the individual level and hence improve the effectiveness of the national level. As part of this, the project will focus on institutional capacity building to improve aspects of PA management by demonstrating how a small PA can go about working with neighboring communities to maximize conservation effectiveness. Individual capacity will also be strengthened through targeted training to maximize skills for sustainability.

The project will catalyze civil society participation in project implementation and in particular in the landscape-scale conservation initiatives and MMNP management, promoting the establishment of community-based conservation areas designed to compliment the conservation goals and objectives of the park itself.

This approach and the sharing of the resulting lessons will contribute significantly to and mark an important milestone in the long-term maturation and sustainability of Romania's PA system and PAs worldwide.

Operational Program (OP) Conformity: The project conforms to the objectives of OP#4, Dryland Ecosystems and OP#3 Forest Ecosystems.

CBD Conformity:

This project is designed to support the primary objectives of the Convention on Biological Diversity (CBD), the conservation of biological diversity, the sustainable-use of its components, and the equitable sharing of the benefits arising out of the utilization of these components. By integrating conservation and sustainable use of biodiversity into relevant plans and policies, the project will fulfill the requirements of Article 6: General Measures for Conservation and Sustainable Use. Article 7: Identification and Monitoring and Article 8: *In-situ* Conservation will be supported through the strengthening of park management and the targeted species and habitat management, research and monitoring program. Article 10: Sustainable Use of Components of Biological Diversity will be furthered through the development and demonstration of alternative, sustainable livelihood options that avoid or minimize adverse impacts on biological diversity, providing incentives for sustainable use (Article 11: Incentive Measures). The project also supports Article 12: Research and Training by promoting targeted research on priority biodiversity, providing training in technical and managerial areas, and developing linkages for exchange of information (Article 17: Exchange of Information). Education and awareness raising is also a project priority (Article 13).

The project design is aligned with the Guidance and decisions provided to the financial mechanism by the Conference of the Parties to the Convention on Biological Diversity.

2. Project Design

Environmental Context:

The place and its biodiversity:

The biological habitats and communities of the Macin Mountains are completely different from the Carpathian Mountains. The Macin Mountains, also known as the Hercinian Mountains, are the oldest mountains in Romania. With a maximum height of just over 450 m, they rise out of the Danube River bottom, eighty kilometres upstream from the river's delta. One of Europe's most outstanding natural regions, the Macin Mountains draw their uniqueness from a combination of intrinsic geological

character and biogeographical location and specificity. These mountains support a large number of endangered species as well as ecosystems characteristic of the Balkan-Pontic steppe and the sub-Mediterranean and Balkanic forest. Geographically, the Macin Mountains are situated at a low altitude in a unique bio-geographical position. Floristically, they represent the northern limit of Mediterranean, Balkan and Pontic species, the southern limit of the central European and Caucasian species, and the western limits of a number of Asiatic species.

There has been no general overview of the Macin area for biodiversity, only small studies at a specific level. There are relict species in the Park left over from the ice age, and some species have been unrecorded for the last 50 years. It is necessary therefore to establish their current status, and it is now particularly important to map and monitor the species living in this area, as well as to study the dynamics of populations at the limits of their geographical/climatic range. Up to 150 vertebrates found in the park area fall under one or another international protective act or convention. The largest known predators in the area are the wolf, the lynx, and the jackal.

Out of the 41 recorded mammal species, 11 are protected by international conventions. Bird fauna in the Park area is extremely rich, supporting 78 species strictly protected under the Bern Convention. Of the 187 bird species sightings recorded within the park area, 60% (approximately 112 species) are listed by IUCN as “Vulnerable,” “Rare,” or “Possibly Extinct,” with many of the remaining species being considered as “Insufficiently Known.” Two species in the Park are also protected under the Habitat Directive of the European Union.

Macin lies along a major migration corridor for northern European and western Asian migrants. Recent counts made by volunteers and staff of the Milvus Group NGO suggest that migration might be more substantial than presumed. In 2002, they conducted a two-month migration count in this region at Macin. In total, 10,663 birds of 26 species were recorded, including 9 complete and 17 partial migrants. Four threatened species migrate Macin: **Eastern Imperial Eagle** *Aquila heliaca*, **Greater Spotted Eagle** *Aquila clanga*, **White-tailed Sea Eagle** *Haliaeetus albicilla* and **Pallid Harrier** *Circus macrourus*. Other migrant species found in Macin include: **Red kite** *Milvus milvus*, **Honey buzzard** *Pernis apivorus* and **Short-toed eagle** *Circaetus gallicus*. The flagship species of the site is the **Steppe Buzzard** *Buteo b. vulpinus*.

The Macin Mountains is the most important nesting area in Dobrudja for other raptor species as well, including: **Saker falcon** *Falco cherrug*, **Booted eagle** *Hieraetus pennatus*, **Lesser spotted eagle** *Aquila pomarina*, **Imperial eagle** *Aquila heliaca*, and **Long-legged buzzard** *Buteo rufinus*. Macin is the only place in Romania where the **Steppe eagle** *Aquila nipalensis* occurs regularly.

Over 979 species of butterflies (*Lepidoptera*) have been recorded at Macin. A recent entomological expedition to the Macin area recorded 14 new species for Romania and three new species to science, including **Chersotis laeta** and **Chirsotis fimbriata**. Approximately 55 % of the butterflies (*Lepidoptera*) of the Macin Mountains have Eurasian distribution areas. According to Prof. Von L. Rakosy, Macin Mountains represent refuges for numerous species of flora and fauna, that make a biogeographic bridge between Central Europe, the Balkans, Little Asia and the Russian Steppe. The many species of butterflies are a testimony of a rich biodiversity well preserved in pristine areas of North Dobrogea..

The Macin area harbors seven strictly protected amphibian species and 36 fish species, of which three are endemic and three are rare. All eleven reptile species recorded in the Macin area are also strictly protected under the Bern Convention. These include the **Dobrodjan turtle** *Testudo graeca ibera* and the **Romanian dragon snake** *elaphe quatorlineata sauromates*.

The floral diversity of Macin is further proof of the remarkable ecological and biological value of the area. Over 72 nationally and internationally threatened plant species occur here. All of the forest plant communities in the area are considered rare at the European level. Certain floristic associations create unique communities that are only found in this part of the world (e.g. a Gymnospermo-Celtetum association). These mountains conserve plant communities and endangered or representative species, many of them endemic to the bio-geographical unit of the Dobrudja Plateau, of which Macin is a part. Plant species numbers for Macin range as high as 1,911, representing over 19% of European flora and comparable to the rich flora of the islands of Crete or Corsica. An example of the importance of this area at the community-ecosystem level can be found in “Beech Valley,” which harbors a tertiary relict old growth **beech-hornbeam** forest that provides evidence for a connection between the Dobrudja and Carpathian forest systems.

In all this area supports 27 endemic plant species, including the **Romania Bell** *Campanula romanica*. However, available data is poor and there may be many more species present than so far recorded. Dobrudja is the only Romanian region where there are still important areas of specialized steppe vegetation that do not occur in other parts of Romania or the Balkans. MMNP is therefore the only park in the world that conserves the specific habitats, plant communities, endemics, sub-endemic and relict species of the Dobrudja plateau, an internationally important and recognized biogeographic area.

Threats to this Biodiversity:

Forest and grassland habitat degradation and low-level species loss to the surrounding landscape are the *primary threats* to Macin’s globally significant biodiversity.

The primary root cause of habitat degradation and low-level species loss is habitat fragmentation. Habitats within the protected area are not connected to similar habitats just outside of the protected area. This lack of connectivity between the protected area and the surrounding landscape negatively affects the long-term viability of biodiversity within a protected area the size of MMNP.

Conservation biology’s theory of “Island biogeography” provides us with two relevant points to consider, given that MMNP is a relatively small protected area and the lack of natural connectivity between the park and its surrounding landscape: 1) the surrounding area tends to act as a “sink” for biodiversity within the park, and; 2) the surrounding area is the source for subtle but continuous pressure on habitats within the park.

With respect to the first point, the term “sink” means that there is a one-way flow of biological material from the park to the surrounding landscape; there is no replenishment of genetic material from outside the Park to populations inside the park. With respect to the second point, barely discernable pressures emanating from outside the park slowly degrade habitats and diminish plant and animal communities within the Park. This can take the form of inappropriate agricultural or forest management, or other resource use practices that do not adequately consider biodiversity.

Biodiversity conservation in small protected areas is problematic over the long-term, especially as pressures in the surrounding landscape slowly increase. Coverage of ecosystems is often fragmented, and there is lack of connectivity between areas or between a protected area and its surrounding landscape that would help redress size limitations. This project will demonstrate how to overcome these size limitations by teaching protected area managers to apply landscape-scale conservation planning, cooperate with surrounding land users and owners, and apply practical protected area management tools and practices rooted in conservation biology.

Barriers to effective protected area management.

- ⇒ Absence of established PA management practice: knowledge and experience. Only three of the many protected areas in Romania are actively managed. The rest, including Macin, have no active PA management experience from which to draw.
- ⇒ Top-down, narrow management: Systemic, institutional, and individual knowledge and experience capacity-related barriers within the MoAF and the National Forest Administration hamper an effective transition from an inward looking, top-down resource management model to an outward-looking, participatory, cross-sectoral protected area management model.
- ⇒ Economic and financial: Narrow valuation of forest products and benefits results in diminished resources for management in addition to narrow management perspectives.
- ⇒ Regulation and policy: Current regulation and policy provide management practitioners with few tools that can help them apply new approaches.

Project Problem Statement:

Small protected areas lose biodiversity over time when managed as “islands” in productive landscape.

Project Baseline

National protected area (PA) system summary.

The national protected area system of Romania is in the process of forming itself. The Ministry of Environment and Water Management and its Directorate for Nature and Biodiversity Conservation and the Ministry of Agriculture and Forests and its Service for Protected Areas are the two central national organizations involved in this formation. Romania’s civil society (local communities, NGOs, and other stakeholders) is a third and increasingly important actor in the emerging national protected area system.

In the past, the National Forest Administration managed protected forest areas in Romania as part of their forest management duties, or reserves and natural monuments were established with no management entity designated. No separate protected area administrations were established, either at the national level or the individual protected area level. As a result, few protected areas were managed proactively with their own objectives distinct from the NFA’s normal forest management priorities.

Romania has designated 1,234,710 ha or 5.18 % of the country’s territory as protected and Government’s target is to double this by 2010. The national network of protected areas consists of seventeen national and natural parks and 844 small reserves and natural monuments.

Currently, only the Danube Delta Biosphere Reserve, the Retezat National Park, the Piatra Craiului National Park and Vanatori Neamt Natural Park have an administrative structure proper with designated staff. Officially, the remaining areas are under a certain protection regime, but in practice the legislation is not implemented effectively. Through this project, the NFA seeks to change this by demonstrating effective management of one of Romania’s smaller protected areas.

In February 2004, the Government of Romania split the Ministry of Agriculture, Forests, Waters and Environment into the Ministry of Environment and Water Management (MoEWM) and the Ministry of Agriculture and Forest (MoAF). The MoEWM was given legal responsibility for Romania’s protected areas, though it has no National Parks Administration yet and very little field management capacity. Government Order 850 (October 27, 2003) established the means by which park management administrations will be set up, and allows MoEWM to contract out protected area management services. The Order provided for interested institutions to apply to manage individual National Parks. NFA completed the application process in December, and has entered into an agreement with MEWM to take on this responsibility in 17 National and Natural Parks.

At the national level, MoEWM's Directorate of Nature and Biodiversity Conservation (DNBC) is responsible for working with other stakeholders in Romania, especially the National Forest Administration's Service for Protected Areas (SPA) to find effective management regimes for each of Romania's over 800 protected areas. The regional Offices of Ministry of Environment and Water Management are responsible for the 844 small reserves and are in the process of transferring the administration responsibilities for these territories to other civil society organizations.

The NFA is administering 158 of these small reserves and protected forest areas, comprising 26,400 hectares in total and intends to take on the duties to manage other areas as well. But the majority of these 844 small reserves are likely to be managed by local organizations (NGOs, academic institutions, local communities) under contract with MoEWM. This is an important policy innovation. In practice, though, it will require new management models for small protected areas and significant investments in capacity building.

This project's strategic opportunity is to facilitate this transition of Romania's PA system into a modern, national system by introducing the new skills, practices, and partnerships necessary to enable the emergence of an effective system of protected areas, especially with respect to relatively small areas.

Effective management of national or nature parks (NPs), with their sustainable use mandate and many stakeholders (land owners, resource managers, tourists, farmers), requires skills, participatory techniques, staffing and knowledge that neither the NFA nor MoEWM have. Knowledge, experiential and capacity barriers prevent the NFA administration from effectively harnessing the myriad cross-sectoral resources that are already available in terms of financing, partnerships, and expertise because they do not understand how to do so. The implementation of participatory approaches to biodiversity conservation is a relatively new concept and a challenge for the NFA to take forward. The development of cross-sectoral partnerships for biodiversity conservation and for integrating biodiversity into the productive sector practices is another new challenge that NP administrations are not equipped adequately to meet.

The level of participation by civil society in forest and protected area management has been increasing in Romania. In the past half of 2003, the GoR issued zoning and management guidance for natural and national parks and opened the door for eligible civil society organizations to manage protected areas on a case-by-case basis. Block A discussions with SFA stakeholders revealed that the participation of relevant stakeholders in decision-making is usually very limited, that most SFA staff are not aware of landscape management principles, the biodiversity value of the area or their role in maintaining it. Also NFA and MoEWM authorities lack the training and skills to encourage participation; NPs have no public relations programs or activities to build relationships and develop capacity of civil society to support NPs.

Macin Mountains National Park:

The Law of Territorial Planning protected the Macin Mountains in May of 2000. In 2003, the Romanian legislature designated Macin Mountains National Park (MMNP). With an area of 11,142 hectares, the park area itself comprises approximately half of a larger national forest (see map in Annex 2B). Macin is one of three NPs not located in the Carpathian Mountain chain. The National Park category (IUCN Category II) allows for sustainable use activities within the boundaries of the Park, as regulated by a management plan. But because Macin is a new park, there is no management plan and no established management objectives based on baseline surveys and stakeholder consultations. See Annex 5 for the METT survey scores.

As a national park, Macin Mountains is subject to the authority of several different government organizations, highlighting the need for effective cross-sectoral cooperation and management in this circumstance. The National Forest Administration (NFA) is the primary organization responsible for MMNP for two reasons: 1) the NFA has jurisdiction over Macin because most of its area is forested; 2)

the MoEWM contracted the NFA to manage MMNP. In addition, the Romanian Academy's Commission for Natural Monuments Protection and the MoAF must approve the management plans for NPs before they become official. The MoEWM gives environmental permits for different economic activities inside and outside the Park and is responsible for providing guidance on species and habitat conservation. The Institute of Eco-Museum Research is very active in researching the park's biodiversity, together with the local NGOs. It will be an important task of the new administrative structure for MMNP, to coordinate these various sectoral objectives and civil society stakeholders in support of a coherent conservation management plan for MMNP and surrounding areas. Involving civil society in PA management is emerging priority in Romania, though there is little experience with how to do this effectively.

The NFA and its forest management predecessor organizations have been responsible for day-to-day management of Macin for the past 60 years. Since 1990, management responsibility has been shared between the NFA, an administratively independent organization under the Ministry of Agriculture and Forests (MoAF), and the Department of Forestry, also under the MoAF. The NFA maintains a staff of 30,000 and is responsible for management of all forestlands. The NFA is responsible for developing forest legislation and working with Parliament in this regard. The NFA maintains one ranger for every 300 ha of forest, employing more than 30 rangers for the MMNP and slightly more for the neighboring forest areas. Ninety-nine percent of the land in the MMNP is state-owned and administered by the local branch of the NFA, based on the forest management plans. Macin Town Council owns 30 hectares of grassland within the Park that is mainly used for grazing.

Macin is perceived to be and is managed as an island unto itself. The traditional management approach for a park like Macin in Romania, as in many countries, is to draw a line around the area of the park and ignore the surrounding landscape, while focusing on trying to conserve what's inside. Conservation biology tells us that this is a losing strategy: that a small protected area like Macin is unable to maintain optimum levels of biological diversity over the long term if managed as an island unto itself. Park boundaries were drawn on the map w/out regard for the ecological necessities of the plants and animals within the Park (or outside for that matter). For example, the national park will be managed as a separate entity from the national forestland that is contiguous to the park, without regard to ecological connectivity, species movements, seed dispersal, and so on.

The grasslands surrounding Macin Park are used by local people for domestic grazing and also support a number of the park's rare species such as raptors, tortoises, and butterflies. Raptors feed on the small mammal and insect populations that thrive in the short, cropped grasslands and neighboring farmlands. The use of fertilizers and chemicals by local farmers has plummeted in the past 10 years due to largely economic constraints. This provides a window of opportunity to work with farmers in the areas around Macin to convert them to non-pesticide intensive practices and organic agriculture, given the vulnerability of MMNP plant and animal life to its effects. Pressure on the reserve also takes the form of low-level problem with turtles, tortoises, lizards and invertebrates being captured in what is now the Park and taken for the pet market

An NGO called the Milvus Group is conducting field monitoring and research on raptor diversity at Macin. The group is conducting a study of rodents and their importance as food source for migratory raptors. In addition, the group conducts an ongoing Muntii Macin raptor migration watch and maintains a "watchsite" in the Macin Mountains to determine the timing and magnitude of the raptor migration and to develop methods for a sustainable long-term migration count. The Milvus Group's work will provide important inputs to the development of conservation strategies for threatened or endangered raptor species at MMNP.

Forest Management Baseline:

Forest and protected area management are intertwined in Macin, both institutionally and historically.

Because Macin is a much drier area than the rest of Romania, the forests here are not considered to be productive in terms of m³/year of timber production. On a scale of 1-10 with 10 being the fastest growing forest, Macin falls below “5.” As a result, the forest is managed largely to maintain forest cover, stabilize soil and support a low level of timber extraction. The NFA’s 10-year management plan in Macin calls for the harvest of less than 1 m³/ha/year. The NFA determines the number, type and position of trees that can be felled and issues permits to local people or contractors to harvest marked trees for firewood and for building materials with NFA oversight. Inevitably there is some illegal cutting, but it is not considered to be a serious problem.

The transition from forest to national park will require some new thinking, new policies, and a transition in management practices. For example, the NFA/NP does not manage for habitat diversity; Despite the NFA’s over fifty different functional classifications for forests, there is a “production forest” or even just a forest bias in land management policy and practice in NFA and in Romania as a whole. Traditional land management in Romania favors forests over meadows and other habitat types. This is particularly relevant to Macin in that it hampers effective management, given that one of the most significant aspects of Macin’s biological diversity is the extent of natural steppe-grassland habitat. Romanian law classifies land as agricultural land, forestland, or “degraded” land. There is no category for natural grasslands or healthy, non-forested areas. This causes well-meaning land managers to try to plant trees where none belong and biases non-agricultural land-management towards forests.

One concern is that active management and thinning of trees in the park area would not allow for the maintenance of the sorts of biological communities associated with standing or fallen dead wood. Dead trees can remain upright for some time and provide important nesting sites for a number of bird species. Fallen trees are important in the food chain and as shelter for insect communities, reptiles and small vertebrates. The extraction of timber not only has a direct effect on the plant communities but also creates a disturbance from machinery operations.

Perceived economic necessity also drives this forest bias because the NFA finances its own operations from the exploitation of the forest resources. This is well and good, except for the fact that the NFA defines forest “resources” too narrowly. To the NFA, the definition of forest “resources” is limited to timber with no provision for raising revenues from other forest resources or values such as ecotourism, apiculture, or the harvesting of mushrooms and medicinal plants. This narrow perspective skews the perceived value of the forest towards lumber, denies the NFA of important revenue, and discounts the value of the overall forest ecosystem. Also, because the NFA is self-financed it cannot afford to exclude large forest areas from producing some kind of economic return and in its narrowly defined range of options, the only return that is possible is through harvesting and selling logs.

For example, apiculture is a valuable, non-timber use of Macin’s lime tree (*Tilia pubescens*) forests – possibly more valuable than timber, though this is not well recognized by the management authorities. Based upon PDF-A field estimates, Macin’s forests support the annual production of \$200,000 worth of honey. This value is not monitored or recognized by the NFA as a “productive value” of the forest. During the past 10 years, forest management in Romania has begun to change significantly. Approximately 30% of forestland nationwide has been returned to its previous owners, making private forest management a significant and important part of Romanian forestry. In Macin, no forestland will revert to private ownership. Another trend in Romanian forest management is the fact that conservation is becoming an increasingly important “use” for Romanian forests, especially as existing forest areas are declared national parks or natural areas. Balancing conservation and sustainable use within one park is something that is fairly new in Romania. And it is not so much of a new concept for the NFA itself, though it is fair to say that most of the NFA’s effort in the past has been focussed upon the necessary goal of sustainable timber production from the nation’s forests. As a result, rangers’ knowledge of biodiversity and forest ecology is minimal at best.

The National Forest Administration will extend its plans for Forest Stewardship Council certification from the one million hectares of state forests originally envisaged to all of the remaining state-owned forests, covering an area of around 4 million hectares in total. The Pre-certification process for the one million ha is underway, through a contract with the Soil Association and financed by NFA. The tendering process for the remaining area will be launched in the winter of 2005.

WWF will field test its "Manual for identification of forests with high conservation value" in Macin and two other sites in Romania. The manual seeks to set the standards for forest certification. The final version will be issued in 2005.

Socio-economic context:

The landscape surrounding Macin Mountains NP is comprised of small towns, agricultural land, grassland/grazing lands, the Danube River bottom/riparian zone, and production forest (see map).

Six municipalities have administrative territories within MMNP: Macin Town (Pop. 11,673), Luncavita (7194), Jijila (5967), Greci (5739), Cerna (4507), and Hamcearca (1450). The town of Macin is the main urban settlement in the area. There are a total of 14 villages within the other 5 localities. Unemployment in these administrative territories varies from 14.5% in Macin to 27.6% in Hamcearca County.

Traditional forms of employment in the area include the agriculture, stone quarrying, the textile industry, and tourism. Nearly 3,000 women work in the textile industry in Macin. Civil service, agriculture, and the emerging service sector comprise the bulk of economic activity in Macin.

Traditionally, the Macin Mountains has been an important source of high quality granite, though its importance has diminished in recent years. The town of Macin is a fluvial port on the Danube and provided a gateway for export of the rock. All of the quarries within what is now MMNP have closed down, leaving only two active quarries operating immediately outside the park boundary employing between 120-150 people. The level of threat that these quarries pose to biodiversity in the park is unknown, but the impact on the park's biodiversity is not thought to be significant. In fact, in other parts of Eastern Europe, quarries have been found to play an important role in harbouring rare and important species of dryland butterflies³. Indeed, the same study found neighbouring steppe areas to be significant sources of colonists or as an addition to total habitat area for butterflies.

Tourism is beginning to emerge as a promising sector, given Macin's nearby attractions including the Monasteries of North Moldova and North Dobrudja, the wildlife and scenery of the Danube Delta, and the recreation along the Black Sea coast. The Macin Mountains themselves, although fairly low-lying with a maximum height of 467 meters, are picturesque with their strange granite formations and peaks thrusting through the forested slopes above the otherwise flat scenery of the Danube floodplain.

Agriculture

Agriculture, as a percentage of GDP has declined in Romania by almost seven percent between 1995 and 2001. Like nearly everywhere else in Romania, agriculture in the Macin area is in a slump caused by the collapse of collectivised agriculture in the 1990s and inadequate levels of investment since. Farms across the country, including in Macin, have become less mechanized during the past decade. The relatively dry Mediterranean climate around Macin is ideal for agriculture, especially with the proximity of the Danube River. Agriculture is bound to recover eventually in Macin. The challenge is to catalyse this recovery so that it is environmentally sustainable.

³ J. Benes, P. Kepka, and M. Konvicka. 2003. Limestone quarries as refuges for European xerophilous butterflies. *Conservation Biology*. **17**: 1058-1069.

To be sure, agriculture is still an important livelihood in the Macin area and is characterized by small private landowners⁴ raising vegetable and cereal crops as well as grazing livestock in the converted, semi-natural and natural grasslands remaining. Livestock are raised for personal consumption primarily. Vineyards are a growing agricultural activity, with over 2,000 hectares planted around Macin. A formerly complex irrigation system within the region was destroyed in 1989 and has not effectively been re-built since. This, along with poor market demand, limits the development of agriculture within the region. Government is seeking to promote growth in the agricultural sector and has recently enacted a low-interest loan program for farmers, a supplementary subsidy for small farmers, and a financing program for the installation of new irrigation systems.

The EU Common Agricultural Policy was recently revised to de-couple farm production from subsidies and to emphasize values like environmental management and conservation/habitat protection. These changes represent significant opportunities; implementing these changes successfully in Romania will require time, capacity building and demonstrations of best practices.

Mainstreaming of conservation objectives into agricultural practice in Romania has been hampered in recent years by the fact that agricultural policies and subsidies in Romania are only beginning to take into account the value of biodiversity within the farmed landscape. In August 2003, the MoAF issued an order to develop organic agriculture accreditation terms, designate RENAR as the responsible institution for organic agriculture, and implement the inspection and certification system and for organic agriculture. It is the opportunity of this project to influence this change, though MoAF has not yet promulgated incentives for organic agriculture, nor do current agriculture subsidies encourage the maintenance of biodiversity in grasslands or in any other biotope.

PROJECT GOAL, OBJECTIVE, OUTPUTS AND ACTIVITIES

GOAL: To conserve globally significant biological diversity by strengthening Romania's emerging national system of protected areas.

PROJECT OBJECTIVE: A landscape-oriented method of managing small protected areas and improving conservation effectiveness is demonstrated in Macin Mountains National Park and constitutes a model for replication across the emerging national system of protected areas

OUTCOME 1. Productive landscape around MMNP is made more biodiversity friendly

Output 1.1. Board of Directors (BoD) for MMNP established.

Work under this output will establish a solid basis upon which the MMNP's capacity for effective collaboration with local stakeholders can be strengthened. The MMNP management and the National Forest Administration (NFA) will first establish a "Board of Directors." The Board will be comprised of no more than nine people, representing key stakeholders of relevant elements of civil society in the Macin area. The BoD will serve two purposes: 1) to provide real stakeholder input to and "ownership" of the MMNP; and 2) to serve as the primary liaison between the Park and surrounding communities. The MMNP Director will chair the Board. The BoD will include outstanding civic leaders from each of the following: the town councils of Macin, Cerna and Greci; MoEWM; the NFA/Macin National Forest; the local farming community; the Natural History Museum of Tulcea; the Milvus Group.

The project will provide training to MMNP staff in state of the art methods and practice in working with local communities and to the BoD in the roles and responsibilities of a Board of Directors as modeled

⁴ The average size farm in Romania is 2.3 ha, 8x less than the European average.

upon the corporate or NGO Board of Directors tradition. Project resources will support regional study tours and short-term training in other parts of Europe for MMNP staff and members of the BoD and other local leaders on participatory protected area management and conservation.

GEF financing will support the first three years of the BoD operations in order to demonstrate the value of this kind of stakeholder civic involvement and ownership in PA management, with an important milestone for project implementation being the replication of this Board of Directors idea in other similar localities in Romania.

Output 1.2. Conservation landscape context of MMNP defined.

Work under this output will identify priority conservation areas and sustainable management regimes in the landscape around Macin Mountains National Park through a practical landscape planning process. The Board of Directors will appoint an expert working group comprised of 3-5 knowledgeable experts on Macin to elaborate the “conservation landscape” around Macin by applying the landscape species approach⁵. The focus in this activity will be the landscape context of Macin – the landscape surrounding Macin and the importance of this to the biodiversity within the boundaries of MMNP. With funding and expert assistance provided by the project, stakeholders will elaborate the “conservation landscape” outside of Macin NP in terms of species, habitats, ecosystem processes and land-uses.

The biological requirements of priority MMNP species and communities (feeding, nesting, home range, seed dispersal) will be overlaid on landscape maps in order to identify key habitats (feeding areas, nesting sites) supporting these species and particularly their placements within the landscape. For example, the priority habitats of local raptor, turtle, and butterfly populations will be mapped – from nesting to feeding – as will habitats providing services such as watershed protection. The working group will then overlay these priority conservation areas on a land-use map using GIS. Areas of overlap will be ranked according to conservation priority and potential for success given the land-use, ownership, and other factors. These conservation areas will encompass the highest conservation values and priority habitats in the productive forest, grassland and aquatic/riparian landscape around MMNP.

Output 1.3. Priority habitats in the productive landscape around MMNP identified and conserved.

Drawing upon the results of the landscape planning process above, MMNP staff, supported by the expert working group, will work with the regional forestry department and relevant members of the BoD to develop basic priority habitat conservation plans and management agreements for each priority habitat.

Essential to successful management of these areas is the interlinking of protected area management with that of the surrounding landscape by establishing effective, local community conservation partnerships among national, municipal and NGO leaders in the Macin area. To do this, the project will provide the resources necessary to bring stakeholders together in a collaborative effort to construct and implement management plans for each priority area. These management plans will be inter-linked with the Park management plan developed under Activity 2.1. Working together, regional forestry and agriculture officials and municipal stakeholders will phase in participatory management of these areas progressively as appropriate, based on each stakeholder conservation agreement.

The process will secure agreement among stakeholders on the special management status to be applied to each priority area based upon its biodiversity values and the environmental services it provides. For example, agreement between landowners for joint management of a biologically unique site might be

⁵ Sanderson, E.W. et. al.

secured. Or, a community forest could be declared an important raptor roost area and particular zoning restrictions applied.

These habitat agreements will be integrated into municipal development plans. GEF financing will help municipalities and private entrepreneurs to integrate biodiversity objectives into their development priorities and ensure that proposals are supportive of conservation goals under the landscape conservation plan and municipal habitat plans.

Output 1.4 Model sustainable agriculture and forest management piloted by schools, farmers, and foresters in lands around MMNP.

The ongoing process of social and political change in Romania provides an excellent opportunity for the project's modest resources to catalyze the adoption of new ideas. Work under this output will demonstrate biodiversity friendly forestry and farming in these two productive sectors around Macin.

Agriculture: One pilot organic farm will be developed by a local high school in the Macin area. The model will be used to conduct training activities not only for students, but also for local farmers. Replication of organic farming practices by other farms in the Macin area will be a crucial goal of the pilot farm. The pilot will be used to demonstrate best organic farming practices and ecological farming methods that will encourage habitat diversity in an agricultural ecosystem context.

Training associated with this pilot demonstration will include: vocational training for students and farmers in integrated pest management, minimization of fertilizers/chemical inputs, protection of crop pest predators, and the importance of soil biota. The demonstration will eventually include “peer-to-peer” training among farmers themselves on organic alternatives that work. GEF resources will provide the expertise to orient agricultural initiatives and adopted practice in a biodiversity friendly manner, maximize habitat values in agricultural ecosystems and minimize impacts from pesticides on park birdlife. Stakeholders will work closely with MoAF, and the GEF/IFC European Conservation Farming Initiative. UNDP and MoAF will provide co-funding.

Forest management: As co-funding to this GEF project, the NFA has chosen the Macin National Forest as a one of the first national forest areas in Romania where forest management will be certified under the Forest Stewardship Council (FSC).

Macin National Forest is contiguous to the MMNP. The sustainable forest management certification process provides an excellent opportunity for biodiversity conservation criteria to be discussed and incorporated into the certification program at Macin. GEF incremental financing will support the formulation of biodiversity related guidelines, criteria and codes of practice and incorporation of them into Macin's forest management plan and environmental impact assessment practices. This will include action points for maintaining the natural habitat mosaic across the Macin landscape, including: specific actions forest managers can take to maximize forest structure heterogeneity and maintain a variety of habitats, including alpine meadowlands.

Output 1.5. Park's relationships with local communities strengthened.

In addition to the establishment of the BoD under Output 1.1, the MMNP will also implement a practical program to strengthen its relationship with local communities. The BoD members will provide input on how best to do this. One activity will develop an interactive information display to communicate the unique values of Macin to local school children. This activity will also involve working with local teachers and a professional curriculum developer to prepare course materials on Macin Park for two school levels – elementary and high school. The course materials will then be

introduced to the relevant teachers in local schools and integrated into the local school curriculum. The Park will organize at least four field visits/year to Macin for local school groups to give students a first-hand introductory understanding of park ecosystems. In addition, modern, informative interpretation center displays will be developed for the Park office.

OUTCOME 2. Macin Mountains National Park management capacity and conservation effectiveness is secured.

The landscape-scale conservation approach for Macin will be developed largely under Outcome 1. Work under Outcome 2 will focus in a complementary way on how the MMNP itself can manage the land within its boundaries to enhance species conservation, natural habitat heterogeneity and the institutional effectiveness and sustainability of the Park itself. Project resources will support the development and implementation of conservation plans for priority species and habitats.

Output 2.1. Practical MMNP management plan developed following best practice guidelines.

In 2002, the GoR declared MMNP a National Park. For the past 70 years, it has been a national forest. This transition from National Forest to National Park status requires Park staff to acquire additional expertise in protected area management, participatory management, financial planning, and wildlife ecology. The focus will be on re-orienting existing management practices in order to create healthy and dynamic ecological conditions and processes.

The first step in facilitating this transition will be to prepare and adopt an integrated management plan for the MMNP. During project preparation, NFA staff completed the METT questionnaire, establishing a management effectiveness baseline score for the Park from which improvements in Park management effectiveness will be measured annually over the life of the project. The BoD will fill out the METT survey annually in order to track progress, improve PA management transparency, improve management capacity and catalyze adaptive management.

Under this activity, the BoD will apply some of questions adapted from the METT to help guide the process of developing a management plan for Macin Mountains National Park⁶. The development of MMNP's management plan will be a participatory, open process. Stakeholders will apply the following simple conceptual framework in preparing a management plan, comprised of primary questions and related issues:

Where are we now?

- ⇒ Assess projected resources, intended management approaches, primary conceptual framework to be applied for protected area management of MMNP.

Assess protected area design and planning - Where do we want to be?

- ⇒ What are the main objectives of MMNP?
- ⇒ What are staff's capacity/resource needs in order to enforce protected area regulations?
- ⇒ Is MMNP legally gazetted to the full extent it needs to be at all levels?
- ⇒ Information on the critical habitats, species and cultural values of MMNP must be sufficient to support planning and decision-making.

What do we need? - Assess resources needed to carry out management

- ⇒ Are existing mechanisms sufficient to control inappropriate resource use in MMNP?
- ⇒ How can the PA budget be made as secure as possible in order to minimize uncertainty?
- ⇒ How do we ensure the PA has adequate equipment, facilities and the maintenance ability?

⁶ WWF and the World Bank. Reporting Progress at Protected Area Sites: A simple site-level tracking tool.

- ⇒ How can international standards be applied to PA budget management?
- ⇒ Ensure staff numbers and skills are adequate for critical management activities.
- ⇒ How can we ensure a high level of professional human and financial resource management is applied in order to maximize the PAs effectiveness?
- ⇒ What is an appropriate fee for visiting the protected area that helps to support MMNP?
- ⇒ Will available management mechanisms work to control access or use?

How do we go about it? -- Consider the way management of MMNP should be conducted

- ⇒ Develop and continually update a workplan to ensure MMNP is achieving its objectives.
- ⇒ How monitoring, research, and information management support PA management?
- ⇒ How can we ensure co-operation between management and neighboring land users?
- ⇒ Assess the requirements for active management of habitats, species and cultural values.
- ⇒ How can local stakeholders participate in management decision-making?
- ⇒ How can MMNP be effective in controlling resource use in accordance with objectives?
- ⇒ How can MMNP be managed to generate significant economic benefits to local communities from activities in and around the protected area?

Output 2.2. Management, technical and collaborative enforcement capacity of MMNP is strengthened.

In order to maximize the effectiveness of national/local government and NGO stakeholders' combined enforcement and monitoring capacity, work under this output will emphasize collaborative enforcement, exploring public-private, national/local alliances and community and NGO partnerships for collaborative management. Training will be conducted to: 1) strengthen organizational management and technical capacity of MMNP; 2) strengthen cross-agency authorization for enforcement; and 3) strengthen the collaborative enforcement with local communities and NGOs.

Management training will also be organized for relevant MMNP staff as well as the NFA forest district office. This training will cover all aspects of modern management approaches, including human resources management, basic financial planning and accounting, and results-oriented adaptive management.

Training modules will be developed for the MMNP staff, drawing upon existing resources from the World Commission on Protected Areas, The Nature Conservancy, and others, and drawing upon the principles and tools from conservation biology, landscape ecology, and wildlife ecology. The modules will be designed to provide people with practical "knowledge tools" that will help them improve their professional practice with respect to protected area management, basic species monitoring and targeted research methods, stakeholder participation, and awareness raising. Training will be organized a semi-annual basis. The project will also focus on facilitating the replication of this training across the whole protected area system of Romania. This work is described under Outcome 3.

The obvious need for MMNP is to develop a cross-organization enforcement agreement with the NFA and the Macin State Forest. This will be crucial to maintaining enforcement at reasonable levels. In addition, the project will work to strengthen collaboration on enforcement with local police departments, giving presentations to local departments regarding the Park's law enforcement challenges and using the opportunity to develop more formal cross-agency agreements.

Under this output, the Ministry of Environment and Water Management's (MoEWM) local Environmental Protected Department will increase its enforcement efforts around the Macin area, working collaboratively with local Municipalities and the MoAF to better monitor and control agricultural pollutants, illegal animal collecting, and enforce grazing restrictions on priority

government-owned grasslands. Project resources will help the MoEWM improve its environmental review function with respect to economic development (forestry, agriculture, tourism, water management) practice. Clear implementation and enforcement procedures for all Ministries for environmental protection policy will be established.

Output 2.3 Park is demarcated in the field and infrastructure made operational.

Work under this output will include activities to demarcate the boundaries of the MMNP in collaborative, transparent process with local stakeholders, local municipalities and landowners. Modest infrastructure will be established and/or made operational and equipment procured to support the effective management of Macin Park. This will include a modest park office and visitor center within the offices of the forest department, the upgrading of two ranger stations; and the marking of at least 2 trails for management, monitoring, and trekking purposes. It will also include the provision of field equipment for monitoring and enforcement.

Output 2.4. New revenue generating opportunities for Macin National Park created.

This activity seeks to build MMNP's capacity for long-term sustainability by enabling MMNP to access additional financial resources. This will be done in two ways. First, the project will bring legal and policy expertise to bear in order to broaden the legal definition of Macin's forest resources. Current law narrowly defines forest resources as being only timber, with no provision for raising revenues from other forest resources or values such as apiculture, ecotourism, the harvesting of mushrooms and medicinal plants, or watershed protection services. This represents a significant barrier to the ability of any Park, including Macin, to secure full financing for active management.

For example, Block A assessments found apiculture to be a valuable, non-timber use of Macin's lime tree (*Tilia pubescens*) forests – possibly more valuable than timber, though this is not well recognized by the management authorities. Based upon PDF-A field estimates, Macin's forests support the annual production of at least \$200,000 worth of honey. This value is not monitored or recognized by the NFA as a “productive value” of the forest, nor is there any fee mechanism to capture even a small portion of this value for the Park. Under this activity, the law and policy framework will be reformed to make this possible with respect to apiculture and any other productive use of Park resources.

Secondly, as part of the management planning exercise under Activity 2.1, the PA and the community working group will develop and approve a plan for enhanced sustainability for the Park itself and for sustainable development around the park area. Key components of plan are: a) non-timber forest product use fees, b) forest management & grazing fees; and c) evolving EU agriculture support for maintaining traditional landscapes including LIFE; d) Park entrance fees, and; e) the National Environmental Fund⁷ and f) tourism.

Properly managing the emergence of ecotourism in Macin could generate supplementary long-term financing for the protected area. Ecotourism will never be a major activity in the Macin area. But with its proximity to the Danube Delta, Macin could attract a sub-set of those tourists, in addition to trekking groups. The project seeks to work with stakeholders to guide proactively the emergence of ecotourism in Macin and in securing supplementary funding for protected area management.

⁷ In 2000 the **National Environmental Fund** was set up to implement priority projects identified in the National Plan for Environmental Protection. In 2001 the Environmental Fund Administration was institutionalized and placed under the coordination of the Ministry of Environment. It started to collect money from environmental charge in 2002. By end of 2004, the Fund collected approx. \$55 million, and received applications for approx. \$6.7bn. The loans and grants are made for projects in following areas: a) air, water and soil pollution reduction and control; b) natural resources protection; c) waste management; d) protection and conservation of biodiversity; e) education and public awareness on environmental protection.

Replication of this financial planning process will be encouraged and facilitated by including a requirement within the regulations of the NFA and the MoEWM that requires every PA to go through this kind of financial planning process.

Output 2.5. Information baseline as a basis for informed adaptive management consolidated and strengthened.

Work under this output is designed to strengthen the Park's long-term capacity to make informed management decisions.

⇒ Gather and store information in a simple database on an ongoing basis. Information will be gathered on parameters such as: status/condition of species, plant communities and ecosystem health parameters such as water quality and forest stand heterogeneity.

Under this activity, stakeholders will design and establish protocols for data gathering, monitoring, and analysis. The protocols will be piloted for one year, revised and improved. Data will be compiled in standardized map and report formats and the survey methodology will follow recommended best practices and accepted European standards. Surveys will be designed to be as participatory and educational as possible. For example, resource-use assessments could involve youth organizations and/or NGOs to help map the boundaries of forest use in priority habitat areas.

Monitoring will also be carried out to measure changes in selected populations of wildlife, in species composition, structure, and density, and the impacts on threatened habitats, species, and ecosystems from farming, grazing, and forestry. A modest network of at least three monitoring sites will be established. To minimize recurrent costs and strengthen ownership, the protocols will facilitate the involvement of local organizations in the monitoring of key indicators of ecosystem health, species condition, number, and location, as well as threats to the same.

⇒ Conduct biodiversity surveys and targeted research to support proactive, landscape-scale management. To supplement the existing information baseline, ground-truthing surveys and assessments will be conducted in priority areas in order to establish the basis for ongoing survey, research and monitoring.

Field surveys will be conducted over the lifetime of the project to first bolster and then build upon the information baseline. Types of surveys will include:

- a) Environmental parameters;
- b) Distribution and abundance, species and habitat condition and extent;
- c) Resource use patterns (gender aspects, property rights, distribution and patterns of threat vectors and trends).

By the end of the first six months, the project will have established a cooperative agreement among MoAF, Museum of Natural History in Tulcea, IEMR, other academic institutions and qualified NGOs for conducting habitat and species surveys and monitoring. The surveys will be designed and conducted in a way that is sustainable in the Romanian context and meets the information requirements set forth in the national regulations for the development of Park management plans. The survey methodology will be low cost, participatory and designed to strengthen local capacity. Project resources will also serve to strengthen research and information exchange partnerships among Romanian institutions and foreign academic and non-profit research institutions such as Birdlife International, WWF, and Bat Conservation International.

- ⇒ Research: Limited research also will be conducted to strengthen landscape-based management practices and more clearly define the conservation landscape in Macin. For example, research will be conducted to improve knowledge and understanding of the ecology of priority species (e.g. habitat needs, movement and feeding patterns).
- ⇒ Basic monitoring program established. Drawn from the information baseline, the project team will establish a simple baseline for relevant measurement indicators (as included in the logical framework) in order to enable measurement of progress from this baseline situation. An important part of this baseline measurement will include the use of the WWF-World Bank Management Effectiveness Tracking Tool (METT) to establish a baseline for protected area management effectiveness.

OUTCOME 3. Replication of small protected area management best practices across national PA system is ongoing.

Output 3.1 Applied and refined “best practices” for small protected area management.

Small protected areas’ effectiveness depends in part upon the “friendliness” of the landscape context in which they exist. The ongoing process of social and political change in Romania provides an excellent opportunity for the project’s modest resources to be able to catalyze the adoption of new ideas with respect to two of the primary productive activities in that landscape: agriculture and forestry. Activities under this output will facilitate the mainstreaming of biodiversity conservation objectives into Romania’s emerging agriculture and forestry policy and practice by developing and disseminating best practices for biodiversity-friendly forestry and farming. This will be done by elaborating and refining best practices from the productive landscape and protected area management work done under Outcomes 1 and 2.

Work under this output will see the development of best practice modules for application by the national system of protected areas. These best practice modules will emerge from the main body of the project’s work and will be related to: 1) protected area management and planning; 2) conservation practices (diversity maintenance guidelines, codes of practice and criteria); 3) stakeholder working group formulation; 4) Human resource management and financial planning, and 5) development of basic landscape-scale conservation strategy.

In addition, the project will actively participate in workshops, meetings, and committees involved in the development of the rural development/ agricultural programs, as Romania seeks to devise its particular country-specific implementation program for the EU’s new Common Agricultural Policy. This activity will build upon the NFA’s ongoing work to strengthen forest policy and require forest management to consider “non-traditional” forest use values such as biodiversity, by way of encouraging enhanced habitat heterogeneity and so on.

The MoAF and MoEWM and Ministry for Regional Development will be important partners in mainstreaming biodiversity, given their national scope and mandate and especially MoAF’s large ongoing programs in agriculture and forestry management supported by SAPARD and other EU programs like Natura 2000. This mainstreaming work will include action points for maintaining the natural habitat mosaic across a regional landscape, including: 1) specific actions that forest managers can take to maximize habitat diversity within a forest; and 2) specific actions farmers can take to encourage habitat diversity and conservation of priority species in an agricultural landscape; 3) specific actions a forester or a farmer can take if his or her land borders a protected area.

Output 3.2. New basic training program for PA managers established.

Romania's system of protected areas does not yet have a staff training program in place for protected area managers. Work under this activity will seek to fill this gap in ways that utilize partnerships and cost-sharing. By developing a basic new training program for protected area managers, the project seeks to ensure that the new ideas, knowledge, and skills needed for effective protected area management will be taught to the current generation of PA managers and transferred to the next generation of managers as well.

Currently, training occurs sporadically under a smattering of disparately organized efforts and has covered such issues as: communication, conflict resolution, media relations; PA management; local communities, tourism, and GIS.

This activity seeks to draw upon the training work done under Activity 2.2 and organize regular training events at the national level comprised of preparatory courses in the following:

- ⇒ All aspects of modern organizational management, including human resources management, and results-oriented management;
- ⇒ Basic financial planning and accounting;
- ⇒ Relevant information drawn from conservation biology, wildlife ecology, and protected area management practice areas.
- ⇒ Tourism, media relations, conflict resolution.

The courses will be designed to provide protected area staff with practical “knowledge tools” that will help them do their job better. Training will be organized a semi-annual basis. Success will be measured by the level of commitment and support forthcoming from the MoEWM, the NFA, the Academic community in Romania, and other possible means of financial support for this training program like the National Environmental Fund. The training program should best be organized and held in a University or other relevant institution and done so in a way that builds partnerships and draws upon the strengths of each partner institution.

Output 3.3 Regulatory and policy mechanisms requiring the NFA and the MoEWM to adopt best practices.

Work under this output will maximize the impact and utility of the best practice modules developed under Output 3.1. The two key protected area institutions, the DNBC and SPA, will by regulatory or policy means mandate their use. Attention in this respect will be focused on finding the transition points where these kinds of mandates would be best placed to facilitate adoption, for example, when a nature monument or national park is transferred from the MoEWM to the NFA or an NGO for management. Or, when a new management entity is put into place in a particular protected area could be another such point. At points like these policy and/or regulation could mandate the application of certain practices highlighted by the modules.

Work under this output will also help the SPA and DNBC to develop policies that encourage adaptive management and emphasize the importance of learning from experience and applying those lessons to future experiences. The purpose of the policy will be to provide incentive for PA managers around Romania to adopt best practices. The activity will work with SPA and DNBC staff to establish annual performance evaluations for protected area managers and including best practice adoption as a criterion in PA managers' performance evaluations. This will promote adaptive management in the system-wide management of the PA system and is a way to provide direct incentives to PA managers to learn from one another's experiences.

Output 3.4 Knowledge network comprised of managers of small protected areas, NGOs, and the private sector.

A knowledge network will be slowly built, beginning with the participants in study tours to Macin organized for other PA managers. Following up on these study tours, a series of workshops will be held on best practices emerging from Macin for PA staff from across the Romania. A productive sector conservation practice group for NPs nationwide will be established. The knowledge network will seek to catalyze strong community-PA partnerships through working group exchanges and PA manager-PA manager, farmer-to-farmer exchanges to facilitate knowledge transfer.

The world-wide web will play a central role in cultivating and growing this knowledge network started through PA staff exchanges and workshops. A website will be constructed to make available all the best practices modules and other reference documents available for downloading, one or more chat rooms or “blogs” to facilitate peer-to-peer information exchange and training. Central to the sustainability and long-term effectiveness of this network will be the institutional support of the SFA and the MoEWM. Indeed, the long-term management of such a network would be a significant contribution to protected area sustainability from either or both organizations.

The project will harness the momentum generated by an active knowledge network to encourage accountability for management of protected areas and facilitate civil society monitoring. This will involve the establishment of a “virtual” civil-society review or evaluation program, involving NGO, Academia, and Municipality partners – involving members from the community working group. Choosing a suitable institutional home for such a program will be a key milestone for project implementation, as will be the actual monitoring.

Logical Framework:

For performance indicators, risks and assumptions, see [Annex 1](#): Logical Framework.

3. Incremental Cost Matrix

	Baseline	Alternative	Increment
Domestic Benefits	Minimal. Some farmers are able to access subsidies but few are able to market their goods in any meaningful way. Tourism is unorganized.	Agriculture becomes more viable and sustainable, benefiting local farmers and local economies. NPs become important drivers in the rural economy.	Improved prospects for Romanian National Parks to provide social and economic benefits Enhanced ability of ROM nationals in government institutions, NGOs, farmers and local communities to conserve meadows
Global Benefits	Limited efforts are undertaken to conserve mountain biodiversity in Macin, one of the rarest and most threatened habitats in Europe. No active management undertaken for MMNP.	Globally significant biological diversity is conserved by applying new partnerships, resources and re-oriented agricultural practices. Active management is funded by NFA as a complementary investment to GEF investment.	Improvement in conservation of Macin's unique biodiversity. Better prospects for securing associated global indirect use values, future use values and existence values.
Outcome 1: Landscape use around MMNP is made more biodiversity-friendly.	MoAF: US\$ 4,577,132 WWF 12,000 MMNP: 102,000 MoEWM <u>85,700</u> Total: 4,776,832	 Total: 6,403,655	MoAF: US\$1,144,823 GEF: 289,000 MoEWM: 60,000 UNDP 30,000 NFA/MMNP: 1,246,823 Total: 1,625,823
Outcome 2: Capacity for long-term sustainability of MMNP is strengthened.	NFA/MMNP 210,000 MoEWM: 442,850 Milvus Group <u>35,000</u> Total: 687,850	 Total: 1,033,785	NFA/MMNP: US\$210,000 MoEWM: 310,000 GEF: 410,000 Milvus Group 35,000 Total: 965,000
Outcome 3. National Protected Area System is further consolidated and rationalized by strengthening its ability to manage small PAs.	MoEWM 78,500 MoAF MMNP 140,000 Total: 218,500	 Total: 678,500	NFA/MMNP: US\$140,000 MoEWM: 55,000 UNDP: 25,000 GEF 217,000 Total: 437,000
			GEF M&E 59,000
Total Cost	Baseline cost	Alternative cost	Incremental cost
	Total: 5,683,182	Total: 8,735,005	GEF 975,000 Cofinancing 2,111,823

4. Sustainability (including financial sustainability)

Sustainability:

The project uses Macin’s particular situation as a springboard for its efforts to improve sustainability within the context of Romania’s national protected area system - to further develop institutional, managerial, and financial sustainability of protected areas from both private and public sources. For example, a significant percentage of Romania’s protected areas are all or partially forested. Current law and policy does not allow protected area management to levee a fee on non-timber forest resource use. This is a potentially significant source of supplementary funding for protected area management in Romania. This project will modify this law to enable any protected area to include these potential sources of revenue in their financial planning.

The project’s approach to sustainability reflects several overriding assumptions related to the question of sustainability and how this will be achieved. Please see below for a matrix of assumptions and project responses:

Assumption	Response
<p><i>Assumption #1:</i> The project’s outcomes are largely achievable with current institutions, and existing and to-be-increased financial resources and personnel.</p>	<p>Block A preparatory activities negotiated an arrangement with the NFA whereby the NFA will absorb the costs of staffing the new MMNP beginning in year 1 and significantly reducing the sustainability challenge w/respect to long-term management of MMNP. The project, in turn will support project staff costs, expert input, and start-up costs for MMNP related to equipment, basic infrastructure, training, and management planning. In addition, building new capacities into the existing, funded programs (e.g. protected area management; local community development programs) is the most cost-effective approach to achieving lasting sustainability in the project area.</p>
<p><i>Assumption #2:</i> Strengthened partnerships among communities, NGOs and national government will contribute to sustainability.</p>	<p>The project is designed to strengthen the capacity of the Park management itself, as well as the MMNP stakeholder Board of Directors and the Cross-sectoral Working Group.</p>
<p><i>Assumption #3:</i> Mainstreaming biodiversity into productive sector planning and programs will serve to reduce unsustainable pressures on PA resources and be a significant contributing factor to sustainability.</p>	<p>The project seeks to integrate conservation objectives into regional development plans and specific guidelines with respect to agricultural practices.</p>
<p><i>Assumption #4:</i> Overcoming barriers (knowledge, financial, “proof of concept”) will catalyze the self-sustaining adoption of new agricultural practices and new protected area management approaches.</p>	<p>The project integrates the guidance from GEF and experience of many other projects by focusing on removing barriers to the adoption of more sustainable practices. The project will seek to work with and strengthen local institutional and stakeholder capacities to access new information and markets.</p>

Sustainability of the project outputs related to the maintenance of the knowledge network and training programmes after the completion of the project will be ensured through the protected areas network that will be set up under the project.

Risk Assessment:

Risks are implicit in the assumptions described above. An obvious risk with each assumption is that the assumption will prove to be incorrect. For example, in assuming that existing resources will be sufficient, the risk is that the key institutions will not make sufficient resources available after all. This would hamper the project's efforts to achieve sustainability. The project seeks to mitigate this risk by creating other supplementary funding sources for protected areas.

Another risk involves the continuity of staff and local civil society leaders. If there is not enough continuity of staff and stakeholders, the project's efforts to build capacity, to build trust, and to build collaborative experience will be severely hampered.

See the Logical Framework in Annex 1 for a listing of risks and assumptions.

5. Replicability

The project seeks to demonstrate sustainable, practical ways that a small protected area can apply a comprehensive approach to conserving biological diversity. The potential for replication of this project's best practices is significant within Romania's emerging system of over 800 parks, reserves and natural monuments, and the project meets a strategic opportunity now, as the PA system emerges and these reserves are transferred to new, active management by a variety of civil society organizations in need of best practice models for PA management and in need of significant capacity building input.

The potential for replication is also very significant across the majority of protected areas worldwide. Throughout the world, reserve areas are few in number and scattered in location. Success in conserving Earth's biodiversity will largely depend on maintaining connectivity in landscapes that are fragmented or under threat of becoming fragmented. This project's experiences will help to further inform and mature conservation's efforts to this end.

The project also seeks to demonstrate sustainable, practical ways to apply EU CAP agri-environmental programs to the conservation of biodiversity; an approach that will be increasingly necessary if Europe is to meet its obligations under the CBD. And yet, despite the new policy directives laying the groundwork for this, there exists little practical ability and experience on the ground in making it happen.

6. Stakeholder Involvement & Implementation Arrangements

Significant stakeholder participation and assistance has been sought and provided during the project development phase. Several stakeholder meetings were held during the PDF A process, and all stakeholders were invited to provide comment and make suggestions as to the importance of the region, and how the Park infrastructure and administration could be developed and implemented successfully. This involvement of local stakeholders will continue and expand through the participatory management process envisaged by this project.

Stakeholder:	Roles and Responsibilities:
National Forest Administration (NFA); Service for Protected Areas (SPA)	National institution responsible for all state forests in Romania, as well as Natural and National Parks in Romania, under contract from the MoEWM.
Tulcea Regional Forestry Administration (TRFA)	The regional branch of the NFA responsible for all state forests in Tulcea County, including the Macin Mountains National Park. As such, the TRFA is the primary land and resource manager in the project site. The NFA will provide an institutional home for the Macin Mountains National Park, and the project management unit.
County Environmental Protection Agency – Tulcea; MoEWM	Will ensure synergy with EU Life project developed in the area; will provide environmental permits and assessments for the new/developed businesses in the buffer area.
MoEWM ‘s Directorate for Nature and Biodiversity Conservation	Can direct Ministry’s projects for environmental education and related in the park’s area and buffer zone.
Ministry of Finance	Will play an important role in policy revisions to allow non-timber forest product revenues to cycle back into forest and protected area management in Romania.
Tulcea County Office of Cadastre and Mapping, Office for Cadastre and Territorial Planning Tulcea	Will provide technical guidance to the park’s management to map the park and the buffer area; release permits for new construction in the buffer area.
Town councils of: Macin, Cerna, Greci, Lunca Vita, Hamcearca, Jijila, Balabancea, Nifon and Garvan.	Contribute with in-kind support to the project’s activities; Support environmental friendly new businesses (eco-tourism, eco-agriculture, etc.) through local decisions and tax cuts.
Tulcea County prefecture, Tulcea County Council.	Provide infrastructure development planning and financing in the park’s buffer area.
Monasteries of South Moldova and North Dobrogea	Act as centers for culture and nature information; they are an important stakeholder in the Macin area and own land on which some organic farming may be demonstrated.
ECOS – Youth Organization	Will mobilize volunteers in the youth environmental education activities.
ProDelta and Romanian Ornithological Society	Collaborate on promoting tourism side trips from the Delta to Macin. Will seek to prepare additional project proposals to be funded by other programmes, including the GEF SGP. Will be a key partner in developing new conservation programs and in developing improved information baseline and monitoring efforts.
The Milvus Group	Conducting research on raptor ecology and annual population surveys of migratory species. Will be a key partner in developing new conservation programs and in developing improved information baseline and monitoring efforts.
Museum of Natural History in Tulcea	Provide technical expertise to the park management. Will be a key partner in developing new conservation programs and in developing improved information

	baseline and monitoring efforts.
Commission of Natural Monuments of Romanian Academy	Approves the technical documentation for any park registration as protected area.
National Institute for Research and Development of Danube Delta	Provide technical expertise to the park management. Will be a key partner in developing improved information baseline and monitoring efforts.
Institute for Forest Research and Management	Provide training for park management on forest management. Could be the host organization for the protected area training program.
Institute of Biology, Department of Systems Ecology of University of Bucharest	Mobilize students to provide summer voluntary assistance for youth education in the Park.

PROJECT IMPLEMENTATION

The project will be implemented over a period of three years. Project execution will adhere to UNDP national execution (NEX) project requirements.

Designated Institution: The Ministry of Foreign Affairs is the focal point for coordinating UNDP's technical cooperation in Romania. The Ministry of Agriculture, Forests and Rural Development will serve as the Designated Institution (DI) or National Executing Agency responsible for project implementation. The DI is accountable to the focal point and UNDP for the government's participation in the project. The DI will ensure that internal monitoring and review systems are in place. The DI will prepare the Project Oversight Committee (POC) meetings, and with input from POC members, will provide overall guidance and support to implementation of all project activities. The DI staff and/or experts will be utilized when needed in accordance with UNDP guidelines, and will facilitate interaction among relevant public organizations, research institutions and private organizations.

Implementing Agency: The National Forestry Administration will be also designated as the Implementing Agency (IA) for this project. The IA will be responsible for day-to-day project implementation and the timely and verifiable attainment of project objectives. The IA will be designated to deliver specific inputs (services, expertise, procurement of equipment) to the project and produce specific outputs through an agreement with the DI and UNDP CO. The IA is accountable to the POC and UNDP for the proper use of funds provided to it and for the quality, timeliness and effectiveness of the services it provides and the activities it carries out.

UNDP: Working closely with the DI, the UNDP Country Office (CO) will be responsible for: overseeing project budgets and expenditures, recruiting and contracting project personnel and consultant services, procuring equipment (when not done by the Implementing Agency), and project evaluation and reporting, result-based project monitoring, and organizing independent audits to ensure the proper use of UNDP/GEF funds. Financial transactions, auditing and reporting will be carried out in compliance with national regulations and UNDP procedures for national execution.

Day-to-day Project Management and Implementation.

The IA will establish a small Project Management Unit (PMU) in consultation with UNDP. The PMU will be located in the administrative offices for MMNP in Macin. The PMU will consist of following two national staff members: the project manager, and a project assistant. The PMU staff salaries will be paid by the NFA from their own budget beginning from the first day of the project. The PMU will be strengthened with national and international short-term experts. GEF funds will pay the costs associated with international and national expert input to the project. Recruitment of expert input for the project

will be done in consultation with UNDP and through an open and fair competition following UNDP standard hiring procedures.

The PMU will assume the day-to-day management responsibility for the MSP implementation and coordination among partner organizations. The PM will be responsible for facilitating UNDP's project monitoring duties, preparing technical and financial reports to UNDP and GEF, and confirming the quality of the project's outputs. The Project Manager will also act as an interim Park Manager/Administrator during the project implementation period. One of the most important responsibilities of the PM will be working effectively with members of the POC to ensure that project-inspired activities proceed on schedule with each project partner. In addition, the PM will work closely with the IA to coordinate project activities and make the link between project administration and implementation as seamless as possible.

A Project Oversight Committee (POC). The NFA will establish and chair the POC. Membership in the POC will consist of one member from each of the following institutions or stakeholder groups: the SPA, DNBC, MMNP, Tulcea Regional Forestry Unit, Macin and Cerna municipalities, Tulcea EPA, the Milvus Group, and UNDP. The POC's role will be comprised of four main responsibilities. First, when required, the POC will serve as a forum for stakeholder input and discussion. Second, the POC will oversee project implementation, meeting on a semi-annual basis to review project progress and approve annual project workplans. Any major changes in project plans or programs will require approval from the POC in order to take effect. Thirdly, POC members will facilitate the implementation of project activities in their respective organizations, ensure that cooperative activities are implemented in a timely manner, and facilitate the integration of project-inspired activities into existing programs and practices. The Implementing Agency will report to the POC at each meeting. Representatives of partner and co-funding organizations not represented on the POC will be invited to attend POC meetings on an as needed basis.

7. Monitoring and Evaluation

1.1. Project Inception Phase

A Project Inception Workshop (IW) will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit (RCU), as well as UNDP-GEF (HQs) as appropriate.

A fundamental objective of this IW will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalize preparation of the project's first annual work plan on the basis of the project's logframe matrix. This will include reviewing the logframe (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise finalize the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project.

Additionally, the purpose and objective of the Inception Workshop (IW) will be to: (i) introduce project staff with the UNDP-GEF expanded team which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis à vis the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Project Report (APR), Tripartite Review Meetings, as well as mid-term and final evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget rephasings.

The IW will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff and decision-making structures will be discussed again, as needed, in order to clarify for all, each party's responsibilities during the project's implementation phase.

1.2. Monitoring responsibilities and events

A detailed schedule of project reviews meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Tripartite Reviews, POC Meetings, (or relevant advisory and/or coordination mechanisms) and (ii) project related Monitoring and Evaluation activities.

Day to day monitoring of implementation progress will be the responsibility of the Project Coordinator, Director based on the project's Annual Work Plan and its indicators. The Project Team will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

The Project Coordinator and the Project GEF Technical Advisor will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. The local implementing agencies will also take part in the Inception Workshop in which a common vision of overall project goals will be established. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through quarterly meetings with the project proponent, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

UNDP Country Offices and UNDP-GEF RCUs as appropriate, will conduct yearly visits to projects that have field sites, or more often based on an agreed upon schedule to be detailed in the project's Inception Report / Annual Work Plan to assess first hand project progress. Any other member of the Steering Committee can also accompany, as decided by the SC. A Field Visit Report will be prepared by the CO and circulated no less than one month after the visit to the project team, all SC members, and UNDP-GEF.

Annual Monitoring will occur through the **Tripartite Review (TPR)**. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Tripartite Review (TPR) at least once every year. The first such meeting will be held within the first twelve months of the start of full implementation. The project proponent will prepare an Annual Project Report/Project Implementation Review (APR/PIR) and submit it to UNDP-CO and the UNDP-GEF regional office at least two weeks prior to the TPR for review and comments.

The APR/PIR will be used as one of the basic documents for discussions in the TPR meeting. The project proponent will present the APR/PIR to the TPR, highlighting policy issues and recommendations for the decision of the TPR participants. The project proponent also informs the

participants of any agreement reached by stakeholders during the APR/PIR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary.

Terminal Tripartite Review (TTR)

The terminal tripartite review is held in the last month of project operations. The project proponent is responsible for preparing the Terminal Report and submitting it to UNDP-CO and RBAP-GEF's RCU. It shall be prepared in draft at least two months in advance of the TTR in order to allow review, and will serve as the basis for discussions in the TTR. The terminal tripartite review considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation of formulation.

The TPR has the authority to suspend disbursement if project performance benchmarks are not met. Benchmarks will be developed at the Inception Workshop, based on delivery rates, and qualitative assessments of achievements of outputs.

1.3. Project Monitoring Reporting

The Project Coordinator in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process. Items (a) through (f) are mandatory and strictly related to monitoring, while (g) through (h) have a broader function and the frequency and nature is project specific to be defined throughout implementation.

(a) *Inception Report*

A Project Inception Report (IR) will be prepared immediately following the Inception Workshop. It will include a detailed First Year/ Annual Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan would include the dates of specific field visits, support missions from the UNDP-CO, RCU or consultants, and time-frames for meetings of the project's decision making structures. The IR will also include the detailed project budget for the first full year of implementation, prepared on the basis of the AWP, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months time-frame.

The IR will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may effect project implementation.

When finalized the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office and UNDP-GEF's RCU will review the document.

(b) *A harmonized Annual Project Report and Project Implementation Review (APR/PIR)*

The APR is a UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. It is a self -assessment report by project management to the CO and provides input

to the country office reporting process and the ROAR, as well as forming a key input to the Tripartite Project Review.

The APR should include the following information:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome
- The constraints experienced in the progress towards results and the reasons for these
- The three (at most) major constraints to achievement of results
- AWP, CAE and other expenditure reports (ERP generated)
- Lessons learned
- Clear recommendations for future orientation in addressing key problems in lack of progress

The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects.

Once the project has been under implementation for a year, the CO together with the project must complete a harmonized Annual Project Report/Project Implementation Review. The APR/PIR can be prepared any time during the year (July-June) prior to the TPR. The APR/PIR should then be discussed in the TPR so that the result would be an APR/PIR that has been agreed upon by the project, the executing agency, UNDP CO and the concerned RC.

The individual APR/PIRs are collected, reviewed and analysed by the RCs prior to sending them to the focal area clusters at the UNDP/GEF headquarters. The focal area clusters supported by the UNDP/GEF M&E Unit analyse the APR/PIRs by focal area, theme and region for common issues/results and lessons. The TAs and PTAs play a key role in this consolidating analysis.

The focal area APR/PIRs are then discussed in the GEF Interagency Focal Area Task Forces in or around November each year and consolidated reports by focal area are collated by the GEF Independent M&E Unit based on the Task Force findings. The GEF M&E Unit provides the scope and content of the APR/PIR.

(c) *Quarterly Progress Reports*

Short reports outlining main updates in project progress will be provided quarterly to the local UNDP Country Office and the UNDP-GEF regional office by the project team. See format attached.

(d) *Periodic Thematic Reports*

As and when called for by UNDP, UNDP-GEF or the Implementing Partner, the project team will prepare Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. UNDP is requested to minimize its requests for Thematic Reports, and when such are necessary will allow reasonable timeframes for their preparation by the project team.

(e) *Project Terminal Report*

During the last three months of the project the project team will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met, or not achieved, structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations

for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities.

(f) *Technical Reports*

Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the IR, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.

(g) *Project Publications*

Project Publications will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

2. INDEPENDENT EVALUATION

The project will be subjected to at least two independent external evaluations as follows:-

(i) *Mid-term Evaluation*

An independent Mid-Term Evaluation will be undertaken at the end of the second year of implementation. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the RCU/UNDP-GEF.

(ii) *Final Evaluation*

An independent Final Evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the RCU and UNDP-GEF.

Tracking Tool for GEF Biodiversity SPI Projects

The Tracking Tool for GEF Biodiversity projects will be applied to measure progress and impact of this project. The tracking Tool has two sections. Section One provides background and coverage information on the project, and Section Two provides an assessment of protected area management effectiveness. Section Two is derived from the World Bank/WWF Alliance for Forest Conservation and Sustainable Use Site-Level Management Effectiveness Tracking Tool for Protected Areas (METT). The Tracking Tool will be completed by the project as a part of the Mid-Term and Final Evaluations. The progress will be measured against the baseline information presented in the METT Score Sheet from February 2005 (Annex 5.)

Audit Clause

The Government will provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.

D – FINANCING

1. Financing Plan

Outcome/Outputs	GEF	Co-funding	Total
Outcome 1: Productive landscape around MMNP is made more biodiversity-friendly.	289,000	1,336,823	1,625,823
1.1 Board of Directors for MMNP	64,000	30,000	94,000
1.2. Conservation landscape context of MMNP defined	55,000	40,000	95,000
1.3 Priority habitats in surrounding landscape conserved.	75,000	20,000	95,000
1.4 Model sustainable agriculture and forestry initiatives piloted by stakeholders under existing funding programs.	50,000	1,177,000	1,227,000
1.5. Park's relationships with local communities strengthened.	45,000	55,000	100,000
Outcome 2: Macin Mountains National Park Management Capacity and Conservation effectiveness is Secured.	410,000	555,000	965,000
2.1. MMNP management plan developed following best practice guidelines.	55,000	70,000	125,000
2.2. Management, technical and collaborative enforcement capacity of MMNP is strengthened.	90,000	190,000	280,000
2.3. Park is demarcated in the field and infrastructure made operational.	105,000	65,000	170,000
2.4. New revenue generating mechanisms for Macin National Park.	45,000	20,000	65,000
2.5. Information baseline consolidated and monitoring program established.	115,000	210,000	325,000
Outcome 3. Replication of small protected area management best practices across national PA system is ongoing.	217,000	220,000	437,000
3.1. Applied and refined best practices for biodiversity and protected area friendly agriculture and forest management.	60,000	60,000	120,000
3.2. New basic training program for PA managers established.	82,000	60,000	142,000
3.3 Regulatory and policy mechanisms requiring the NFA and the MoEWM to adopt best practices	25,000	35,000	60,000
3.4 Knowledge network comprised of managers of small protected areas, NGOs, and the private sector.	50,000	65,000	115,000
Monitoring and Evaluation	59,000		59,000
Total:	975,000	2,097,000	3,072,000

2. Cost Effectiveness

This project is cost-effective through a number of factors. As mentioned above, there is a very high replication potential across the Romanian protected areas system. Investments into the pilot activities in the MMNP will have an impact on over 800 of small protected areas in Romania through the interventions planned under the Outcome 3. In addition to this, there is a strong Government's commitment to support and co-fund the project, which makes the project intervention both cost-effective and sustainable in the long-term. Specifically, the NFA will absorb the costs of staffing the new MMNP beginning in year 1 and significantly reducing the sustainability challenge w/respect to long-term management of MMNP; project activities related to the sustainable landscape management will be mainstreamed into the national programmes (forestry, agriculture).

3. Co-financing

Co-financing Sources				
Name of Co-financier (source)	Classification	Type	Amount (US\$)	Status*
National Forest Administration	government	Re-oriented Baseline	1,592,000	Confirmed
Ministry of Environment and Water Management	government	Re-oriented baseline	425,000	Confirmed
Milvus Group	NGO	Re-oriented baseline	25,000	Confirmed
UNDP	IA	cash	55,000	Confirmed
Sub-Total Co-financing –			2,097,000	

E - INSTITUTIONAL COORDINATION AND SUPPORT

1. Core Commitments and Linkages

UNDP has committed itself, through Capacity 2015, to provide a flexible, service-oriented platform to address a diverse range of capacity development needs, such as nurturing healthy economies and environments and bringing practical support to communities, while linking their efforts to national and global initiatives. The Macin Mountains Demonstration will attempt to show how a coordinated and integrated series of activities can build and maintain local capacity for better management of a productive landscape supporting global significant biodiversity. At the same time, improvements to the local economy (through alternative lifestyles and more park-private sector interaction) will help to build ongoing and sustainable support within the community for the concept of protecting and managing biodiversity to everyone's advantage.

Under a UNDP Project (ROM/97/015), assistance was given to Romania to establish the National Centre for Sustainable Development (NCSO). This centre has the mandate to advocate sustainable development and is responsible for coordinating all relevant initiatives. Current efforts aim to move SD planning to the regional and local levels through the introduction of the Local Agenda 21 concept. The Government of Romania, in cooperation with UNDP (as well as NCSO, the Romanian Academy and the Black Sea University Foundation) has launched a relatively new UNDP project entitled 'Building Local Capacities to Implement the Local Agenda 21 in Romania'. This is implementing Sustainable Development principles in six pilot localities through the country.

UNDP's Country Cooperation Framework places a special emphasis on measures to protect and sustainably manage the environment and natural resources of the country. UNDP (through its Capacity 21 and Governance programmes) has been promoting decentralization and improved local governance in the country, as well as stronger partnerships with civil society. The proposed project is consistent with the UNDP CCF in promoting the conservation of natural resources, while recognizing the need to sustainably manage those resources through capacity building and encouraging broader multisectoral participation of all stakeholders.

2. Linkages to other GEF financed projects in Romania

UNDP has also implemented two regional GEF International Waters projects relevant to Romania (the Danube River Basin Environmental Management project and the Black Sea Environmental Management project), but these are not pertinent to the objectives of the Macin project. The two International Waters projects have concentrated more on transboundary cooperation over management of the Danube River and the Black Sea, particularly with respect to pollution control. Although the Danube flows by the MMNP, the River is not part of MMNP and there are no direct linkages foreseen among these projects.

UNDP-GEF Maramures Medium Size Project: This project seeks to strengthen Romania's national system of protected areas by demonstrating effective biodiversity conservation in Maramures Mountains Natural Park in Romania's northern Carpathian Mountains. In 2000, a group of concerned citizens representing a cross section of civil society in the Maramures region came together to conserve the biological diversity and ecosystem integrity of the Maramures Mountains. The group formed the Maramures Biodiversity Consortium and developed this project to help them strengthen their resource-use planning and environmental governance capacity in a rural region of northern Romania.

The project has emerged from and is built upon this notable local stakeholder-driven process that has created an innovative Government-NGO partnership in Maramures to pursue the conservation and sustainable development of an area comprised of national forestland, protected areas, private forestlands, agricultural land and small urban areas. The project will contribute to the expansion and consolidation of Romania's national system of protected areas by demonstrating effective park management and Government-NGO partnership.

GEF/World Bank-Government of Romania BCM Project: For the past seven years, the World Bank and Government of Romania have implemented the Romania Biodiversity Conservation Management (BCM) Project through the MoAF and the NFA. The objectives of this project are very relevant to the Macin project. The BCM project is comprised of three main components; 1) strengthening the national framework for protected area management and biodiversity conservation; 2) Developing models for PA and forest park management by working in three protected areas in the central Carpathian region of Romania; and 3) building public awareness.

With respect to component 1, the PA legal framework has been strengthened under the BCM and the capacity of the two PA institutions, DNBC and SPA, is in the process of being strengthened. With respect to component 2, the BCM project learned that after initial basic "classroom" training, the most beneficial training for PA staff came in the form of exchanges between protected areas. The BCM did not develop a national training program for protected areas, but intensive initial training for the tree target PA laid the foundation for such a training program in the future. In addition, the BCM project intends to create a model for more cross-sectoral and participatory management, especially in view of the split responsibilities that now exist between the MoEWM and the MoAF. This has already benefited the Macin project in terms of "paving the way" for new ideas within MoAF and MoEWM.

Clearly it would be both beneficial and essential for the Macin UNDP GEF project to coordinate closely with the World Bank initiative for the remainder of the BCM project period, which is scheduled to be

completed in December of 2005. The BCM project will develop mechanisms to transfer lessons and replicate activities at other priority conservation sites. These lessons learned will be discussed by the MMNP BoD and incorporated as appropriate into MMNP management planning. In addition, as time allows, the Macin project will invite a BCM project representative to give presentations at Macin project oversight committee meetings and by organizing regular semi-annual meetings between the BCM task manager and the Macin project manager to discuss lessons learned from the BCM project.

GEF/World Bank-Government of Romania, Danube Delta Biodiversity Project: The MMNP is located some eighty kilometers upstream from the Danube Delta and no direct linkages between the two projects are envisaged. The Danube Delta Biodiversity project aims to protect the Romanian Delta ecosystems. It will contribute to the conservation of biodiversity within the Delta, strengthening the capacity of the Danube Delta Biosphere Reserve Administration (DDBRA) and the Danube Delta Institute (DDI), a research institute whose primary role is to conduct research on the delta ecosystems on behalf of DDBRA. It will enable DDBRA and DDI to monitor and manage protected areas effectively, working with local community groups to ensure sustainable resource use, and restoring some wetlands to their natural condition. An innovative feature comprises testing various approaches to wetland restoration and monitoring their impact. The project includes the following components: (a) strengthening the wardens department through the provision of equipment to enhance mobility and surveying, infrastructure and training; (b) monitoring, through improved population and species inventories, ecosystem surveys, and development of an integrated database; (c) restoration of abandoned fish and agricultural polders to their natural condition, together with applied research into reed restoration; (d) protection of a lake from direct inflow of Danube water; and establishment of a small grant fund to fund research proposals with special focus on management of buffer zones; (e) public awareness, including support to the wardens to work with schools and local communities; and (d) assistance with coordination of activities between Ukraine and Romania.

PART II: RESPONSE TO REVIEWS

PART III: PROJECT CATEGORY CHECKLIST

PROJECT ACTIVITY CATEGORIES			
Biodiversity	Climate Change	International Waters	Ozone Depletion
Protected Area zoning/mgmt.: Yes	Efficient prods. & distrib.:	Water body:	Monitoring:
Buffer zone development	Efficient consumption:	Integrated land and water:	Country program:
Inventory/monitoring: Yes	Solar:	Contaminant:	ODS phase-out:
Eco-tourism: Yes	Biomass:	Other:	Production:
Agro-biodiversity: No	Wind:		Other:
Trust fund(s): No	Hydro:		
Benefit-sharing: Yes	Geothermal:		
Other: Conservation outside protected areas	Fuel cells:		
	Other:		
TECHNICAL CATEGORIES			

Institution building:	Yes
Investments:	Yes
Policy advice:	Yes
Targeted research:	Yes
Technical/management advice:	Yes
Technology transfer:	Yes
Awareness/information/training:	Yes
Other:	

ANNEXES:

ANNEX 1: LOGICAL FRAMEWORK

ANNEX 2A: MAP - LOCATION OF MACIN MOUNTAINS

2B: MAP - MACIN MOUNTAINS NATIONAL PARK

ANNEX 3: GEF FOCAL POINT ENDORSEMENT

ANNEX 4. M&E BUDGET

ANNEX 5: METT SCORE SHEET FROM FEBRUARY 2005

ANNEX 6: LETTERS OF CO-FUNDING (SUBMITTED IN A SEPARATE

Annex 1: Logical Framework

Objective/Outcomes	Key Performance Indicator	Baseline (Year 1)	Target (Year _)	Verification means/ Data collection strategy	Assumptions & Risks
Objective: A landscape-oriented method of managing small PA and improving conservation effectiveness is demonstrated in MMNP and serves as a basis for replication across the PA system.					The landscape conservation needs of MMNP will be addressable by this project.
	# Forest ha. where monoculture forests are being diversified. # grassland ha. under sustainable grazing management.	0 0	100 -yr 1; 1,000 – yr 2; 4,000-yr3. 400 ha grassland.	SFA land management maps; botanical surveys & field visits; official interviews.	Ministries and departments will be able to work effectively together.
	Change in populations of target landscape species within NP.	TBD	Same or increased from project start levels.	Semi-annual biological surveys. Visual sitings, scat/track surveys, other methods as appropriate.	Unforeseen climatic events will not minimize results of new management regimes.
	METT score increases annually to a significant degree.	METT Baseline score of: 32	Increase greater than 50% by yr 4.	Field, map assessments; expert opinion.	
	Best practices and new training curriculum for small PAs adopted/not adopted by NFA and MoEWM.	Do not exist.	Adopted by year 4.	Best practice policy papers and official notice of adoption. Interviews w/officials;	
OUTCOME 1: Productive landscape around MMNP is made more biodiversity friendly.					
	# of priority habitats under special management by local stakeholders and MMNP in surrounding landscape.	0	At least 5 by year 2; 10 by year 4.	Habitat planning docs; & field interviews.	
	% improvement in knowledge & understanding of cooperative management practices among PA staff and BoD.	Pre-training baseline.	Improved by 50%.	Pre and post-training knowledge assessment tests.	Local leadership will have enough continuity to allow for learning and trust building.
	# of farms replicating agro environmental/organic practices in	0	At least 10 farms by Yr	Field visits; interviews with participants.	

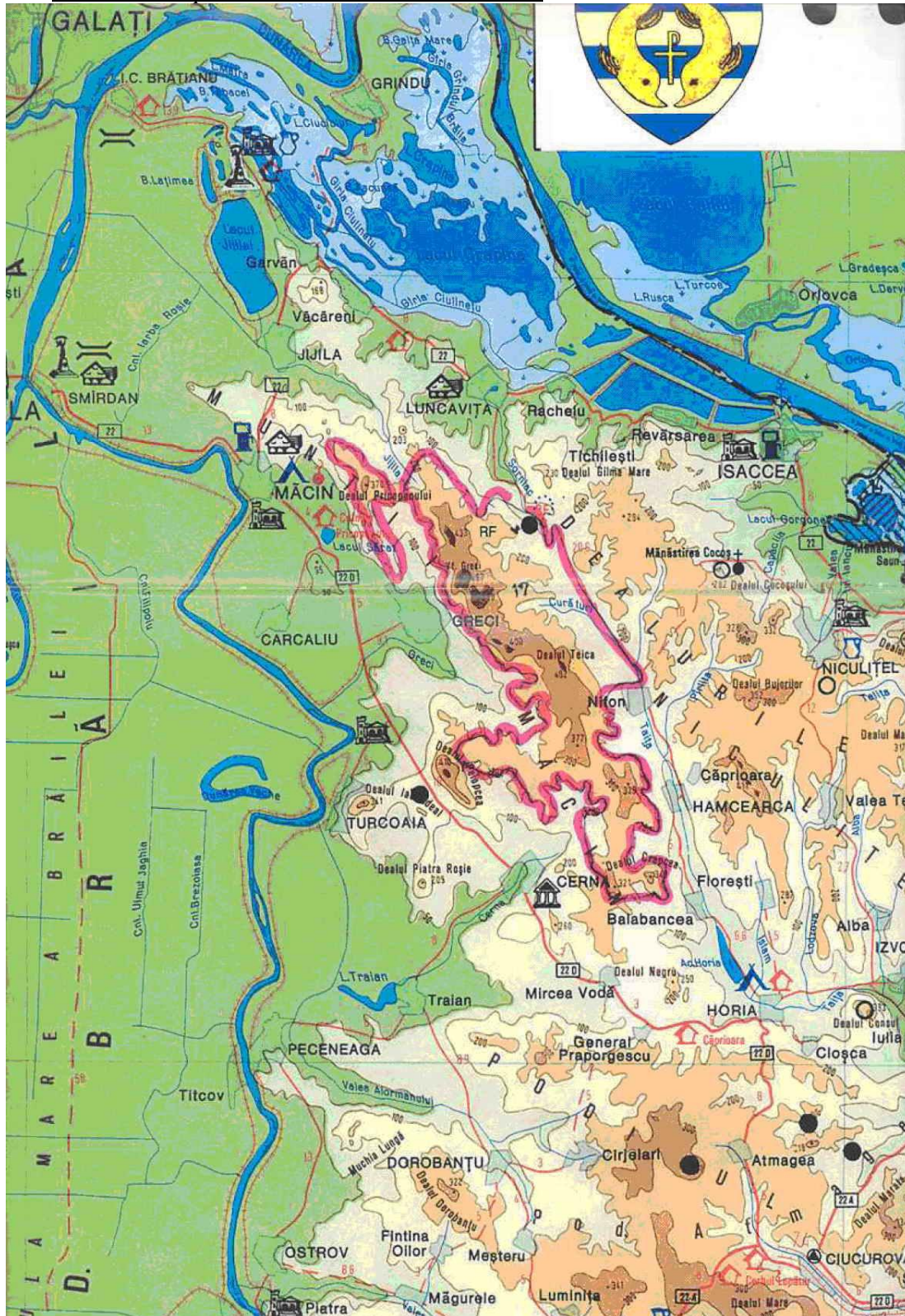
Objective/Outcomes	Key Performance Indicator	Baseline (Year 1)	Target (Year 3)	Verification means/ Data collection strategy	Assumptions & Risks
	Macin.		3.		
	Increase # hectares of productive forest managed using new certified forestry practices around MMNP.	0	10,000 ha by year 3	Field visits; forest management plan.	
	# of new hectares of grassland managed to enhance tortoise and butterfly habitat.	0	500 ha by year 3	Field visits with grazing managers/livestock owners; NP records	Farmers will have incentives to support protected areas.
	% improvement in level of support for 5 basic biodiversity issues in local communities.	TBD	10% annually	Annual awareness surveys of stakeholders.	Education institutions will collaborate with awareness activities.
OUTCOME 2: Management capacity and conservation effectiveness of Macin Mountains National Park is secured.					
	# of cross-sectoral hunting enforcement/poaching prevention agreements.	None	2 by yr 2	Field visits; Work programs in MoAF MEWM; agreements.	Institutions willing to carry out policy and regulatory reform.
	Adaptive management practices being applied in MMNP	No objectives; No monitoring; No assessment.	Specific objectives; Continuous monitoring; Annual METT assess	Expert review of management process.	
	Staff skills improvement underway and skilled staff retaining policy in place.	No training program; low staff retention	Present by end of Yr 2	Field visit; policy document.	GoR will fund additional staff.
	# of habitat, species conservation plans implemented by PA	0	3 – MTE 6 – yr 3	Planning documents; field visits.	
	MoAF budget level for MMNP is/is not stable in years 2 and 3.	Unstable	Stable yr 2. MTE	Letter of commitment/ agreement; State budget	
	Non-timber resource revenue for MMNP	None	Meaningful increase by year 3.	MMNP budget; fee statements; resource use agreements.	
Outcome 3. Replication of small protected area management best practices across national PA					

Objective/Outcomes	Key Performance Indicator	Baseline (Year 1)	Target (Year _)	Verification means/ Data collection strategy	Assumptions & Risks
system is ongoing.					
	# of PA whose staff successfully completed new training module.	None; Knowledge baseline TBD	Increasing to 50 by yr 4. Measurable knowledge Improvement.	Training records; training test scores before and after.	
	MEWM and MoAF mandate use of best practice PA management modules.	No modules/no use	Module by year 2; policy by year 3; Use by at least 10 PA by year 4;	Policy documents. PA managers performance evaluations	
	SPA and DNBC PA management performance evaluations include adopting best practices (BP) as a criterion.	No performance evaluations	Evaluations include adopting BP as important criterion by year 3.	Performance valuations	
	# of hits on Romanian language website for the protected area knowledge network.	None	Increasing to 200/month by year 3.	Web site records.	

Annex 2a: Map - Location of Macin Mountains



Annex 2b: Map - Macin Mountains National Park



Annex 3: GEF Focal Point Endorsement Letter

ROMANIA



MINISTRY OF ENVIRONMENT AND WATER MANAGEMENT

To: **Ms. Natalia Olofinskaya**
Regional Biodiversity Coordinator
UNDP Europe and CIS

Re: **Strengthening Romania's Protected Areas System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park**

Dear Ms. Olofinskaya,

Herewith, I confirm that the Ministry of Environment and Water Management is interested in the project mentioned above, which we believe is very useful for Macin area and the National Park. Presently the Ministry coordinates the project: "Participatory management of Macin Mountains protected area", that is implemented by the Tulcea Environmental Protection.

The project's objective is long term conservation of sub-Mediterranean and Balcanic forests, steppe habitats and endangered wild species. The project's total budget is of 600,000 Euro (from EU Life-Nature and MoE's funds) and will end in 2006.


By combining efforts and coordinating activities the GEF/UNDP project and the current Life-Nature project, we believe that the two projects will build upon each other's experience, maximizing the use of information and resources.

We are looking forward to work closely and to have a long beneficial cooperation.

Yours sincerely,

Silvia STOICA

GEF Focal Point

Adriana BAZ

CBD Focal Point

Annex 4: M&E budget⁸

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team Staff time</i>	Time frame
Inception Workshop (IW)	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO, UNDP GEF 		Within first two months of project start up
Inception Report	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP CO 	None	Immediately following IW
Measurement of Means of Verification for Project Purpose Indicators	<ul style="list-style-type: none"> ▪ Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members 	To be finalized in Inception Phase and Workshop. Cost to be covered by targeted survey funds.	Start, mid and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	<ul style="list-style-type: none"> ▪ Oversight by Project GEF Technical Advisor and Project Coordinator ▪ Measurements by regional field officers and local IAs 	TBD as part of the Annual Work Plan's preparation. Cost to be covered by field survey budget.	Annually prior to APR/PIR and to the definition of annual work plans
APR and PIR	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP-CO ▪ UNDP-GEF 	None	Annually
TPR and TPR report	<ul style="list-style-type: none"> ▪ Government Counterparts ▪ UNDP CO, Project team ▪ UNDP-GEF Regional Coordinating Unit (RCU) 	None	Every year, upon receipt of APR
Steering Committee Meetings	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO 	None	Following IW and annually thereafter.
Periodic status reports	<ul style="list-style-type: none"> ▪ Project team 	3,000	TBD by Project team and UNDP CO
Technical reports	<ul style="list-style-type: none"> ▪ Project team ▪ Hired consultants as needed 	10,000	TBD by Project team and UNDP-CO
Mid-term External Evaluation	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP- CO ▪ UNDP-GEF RCU ▪ External Consultants (evaluation team) 	14,000	At the mid-point of project implementation.
Final External Evaluation	<ul style="list-style-type: none"> ▪ Project team, ▪ UNDP-CO, UNDP-GEF RCU ▪ External Consultants (evaluation team) 	20,000	At the end of project implementation
Terminal Report	<ul style="list-style-type: none"> ▪ Project team 	None	At least one month

⁸ At the stage of project document the M&E budget was revised. Please see the revised version at [Monitoring](#)

	<ul style="list-style-type: none"> ▪ UNDP-CO ▪ External Consultant 		before the end of the project
Lessons learned	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP-GEF RCU (formats for documenting best practices) 	8,000 (average 2,000 per year)	Yearly
Audit	<ul style="list-style-type: none"> ▪ UNDP-CO ▪ Project team 	4,000 (average \$1000 per year)	Yearly
Visits to field sites (UNDP staff travel costs to be charged to IA fees)	<ul style="list-style-type: none"> ▪ UNDP CO, UNDP-GEF RCU ▪ Government representatives 	8,000	Yearly average one visit per year
TOTAL INDICATIVE COST <i>Excluding project staff time, UNDP staff and travel expenses.</i>		US\$ 59,000	

Annex 5: Protected Area Management Effectiveness Tracking Tool (METT) Score Sheet. Reporting Progress at Protected Area Sites: Data Sheet

Name of protected area	Macin Mountains National Park	
Location of protected area (country and if possible map reference)	Romania, Dobrogea Region, 80 km upstream from Danube Delta	
Date of establishment (distinguish between agreed and gazetted*)	Agreed: 2002	Gazetted: Yes
Ownership details (i.e. owner, tenure rights etc)	Government of Romania	
Management Authority	Ministry of Agriculture, Forests and Rural Management	
Size of protected area (ha)	11,142.2 hectares	
Number of staff	Permanent 7 employees currently, with 5 in the budget to be hired.	Temporary
Budget	US\$113,000 per year	
Designations (IUCN category, World Heritage, Ramsar etc)	IUCN Category II	
Reasons for designation	To conserve significant habitat for and populations of endangered species	
Brief details of UNDP funded project or projects in PA	A GEF project is just being submitted to strengthen Reserve's Capacity (February 2005)	
Brief details of WWF funded project or projects in PA	None.	
Brief details of other relevant projects in PA	None.	
List the two primary protected area objectives		
Objective 1	Habitats and species conservation	
Objective 2	Tourism, public awareness and education	
List the top two most important threats to the PA (and indicate reasons why these were chosen)		
Threat 1	Habitat degradation	
Threat 2	Slow loss of wildlife from small protected area	
List top two critical management activities		
Activity 1	Not determined yet	
Activity 2	Not determined yet	

Date assessment carried out: January 31, 2005
Name/s of assessor: Jeffrey Griffin & Violeta Kogalniceanu

Issue	Criteria	Score	Comments	Next steps
1. Legal status	The protected area is not gazetted	0		
Does the protected area have legal status?	The government has agreed that the protected area should be gazetted but the process has not yet begun	1		
	The protected area is in the process of being gazetted but the process is still incomplete	2		
<i>Context</i>	The protected area has been legally gazetted (or in the case of private reserves is owned by a trust or similar)	3		
2. Protected area regulations	There are no mechanisms for controlling inappropriate land use and activities in the protected area	0	There is a lack of inter-sectoral cooperation and normative regulation specifying the proper land use, especially in bordering areas.	
Are inappropriate land uses and activities (e.g. poaching) controlled?	Mechanisms for controlling inappropriate land use and activities in the protected area exist but there are major problems in implementing them effectively	1		
	Mechanisms for controlling inappropriate land use and activities in the protected area exist but there are some problems in effectively implementing them	2		
<i>Context</i>	Mechanisms for controlling inappropriate land use and activities in the protected area exist and are being effectively implemented	3		
3. Law enforcement	The staff have no effective capacity/resources to enforce protected area legislation and regulations	0	<i>Possible issue for comment:</i> What happens if people are arrested?	
Can staff enforce protected area rules well enough?	There are major deficiencies in staff capacity/resources to enforce protected area legislation and regulations (e.g. lack of skills, no patrol budget)	1		
	The staff have acceptable capacity/resources to enforce protected area legislation and regulations but some deficiencies remain	2		
<i>Context</i>	The staff have excellent capacity/resources to enforce protected area legislation and regulations	3		
4. Protected area objectives	No firm objectives have been agreed for the protected area	0	There is no management plan for MMNP.	
Have objectives been agreed?	The protected area has agreed objectives, but is not managed according to these objectives	1		
	The protected area has agreed objectives, but these are only partially implemented	2		
<i>Planning</i>	The protected area has agreed objectives and is managed to meet these objectives	3		

Issue	Criteria	Score	Comments	Next steps
5. Protected area design Does the protected area need enlarging, corridors etc to meet its objectives? <i>Planning</i>	Inadequacies in design mean achieving the protected areas major management objectives of the protected area is impossible	0	<i>Possible issue for comment:</i> does the protected area contain different management zones and are these well maintained? The protected area is relatively small with little attention given to the greater landscape context of the PA. There is the potential to expand conservation action to priority habitats neighboring MMNP and this project is designed to capitalize on that capacity.	
	Inadequacies in design mean that achievement of major objectives are constrained to some extent	1		
	Design is not significantly constraining achievement of major objectives, but could be improved	2		
	Reserve design features are particularly aiding achievement of major objectives of the protected area	3		
6. Protected area boundary demarcation Is the boundary known and demarcated? <i>Context</i>	The boundary of the protected area is not known by the management authority or local residents/neighbouring land users	0	<i>Possible issue for comment:</i> are there tenure disagreements affecting the protected area? Even local officials have a only a vague knowledge about the boundaries of the reserve, there is no clear understanding about the use of the land around settlements located inside of the reserve.	
	The boundary of the protected area is known by the management authority but is not known by local residents/neighbouring land users	1		
	The boundary of the protected area is known by both the management authority and local residents but is not appropriately demarcated	2		
	The boundary of the protected area is known by the management authority and local residents and is appropriately demarcated	3		
7. Management plan Is there a management plan and is it being implemented? <i>Planning</i>	There is no management plan for the protected area	0		
	A management plan is being prepared or has been prepared but is not being implemented	1		
	An approved management plan exists but it is only being partially implemented because of funding constraints or other problems	2		
	An approved management plan exists and is being implemented	3		
Additional points	The planning process allows adequate opportunity for key stakeholders to influence the management plan	+1		
	There is an established schedule and process for periodic review and updating of the management plan	+1		

Issue	Criteria	Score	Comments	Next steps
<i>Planning</i>	The results of monitoring, research and evaluation are routinely incorporated into planning	+1		
8. Regular work plan	No regular work plan exists	0		
Is there an annual work plan?	A regular work plan exists but activities are not monitored against the plan's targets	1		
	A regular work plan exists and actions are monitored against the plan's targets, but many activities are not completed	2		
<i>Planning/Outputs</i>	A regular work plan exists, actions are monitored against the plan's targets and most or all prescribed activities are completed	3		
9. Resource inventory	There is little or no information available on the critical habitats, species and cultural values of the protected area	0	The surveys are being conducted but on very small scale due to lack of the HR capacity (training) as well as technical capacity.	
Do you have enough information to manage the area?	Information on the critical habitats, species and cultural values of the protected area is not sufficient to support planning and decision making	1		
<i>Context</i>	Information on the critical habitats, species and cultural values of the protected area is sufficient for key areas of planning/decision making but the necessary survey work is not being maintained	2		
	Information concerning on the critical habitats, species and cultural values of the protected area is sufficient to support planning and decision making and is being maintained	3		
10. Research	There is no survey or research work taking place in the protected area	0	Disparate groups are conducting research on raptors and invertebrates.	
Is there a programme of management-orientated survey and research work?	There is some <i>ad hoc</i> survey and research work	1		
	There is considerable survey and research work but it is not directed towards the needs of protected area management	2		
	<i>Inputs</i>	There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs		
11. Resource management	Requirements for active management of critical ecosystems, species and cultural values have not been assessed	0	The names of critical species are known, the critical ecosystems are probably estimated, but lack of capacity makes impossible to address those issues.	

Issue	Criteria	Score	Comments	Next steps
Is the protected area adequately managed (e.g. for fire, invasive species, poaching)? <i>Process</i>	Requirements for active management of critical ecosystems, species and cultural values are known but are not being addressed	1		
	Requirements for active management of critical ecosystems, species and cultural values are only being partially addressed	2		
	Requirements for active management of critical ecosystems, species and cultural values are being substantially or fully addressed	3		
12. Staff numbers Are there enough people employed to manage the protected area? <i>Inputs</i>	There are no staff	0	According to the law, the park should have 12 staff members: 6 park admin and 6 rangers. There is a plan to hire three more rangers per year to meet the requirements. There are 5 staff members: 4 from the Park administration and one ranger; the total staff will increase to 12.	
	Staff numbers are inadequate for critical management activities	1		
	Staff numbers are below optimum level for critical management activities	2		
	Staff numbers are adequate for the management needs of the site	3		
13. Personnel management Are the staff managed well enough? <i>Process</i>	Problems with personnel management constrain the achievement of major management objectives	0	Management training for heads of the units and the reserve administration is required and significant, since none of it was conducted for them probably since the SU times.	
	Problems with personnel management partially constrain the achievement of major management objectives	1		
	Personnel management is adequate to the achievement of major management objectives but could be improved	2		
	Personnel management is excellent and aids the achievement major management objectives	3		
14. Staff training Is there enough training for staff? <i>Inputs/Process</i>	Staff are untrained	0	Some of staff have education in biology and forest management plus some irrelevant to PA management.	
	Staff training and skills are low relative to the needs of the protected area	1		
	Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management	2		
	Staff training and skills are in tune with the management needs of the protected area, and with anticipated future needs	3		
15. Current budget	There is no budget for the protected area	0		

Issue	Criteria	Score	Comments	Next steps
Is the current budget sufficient? <i>Inputs</i>	The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage	1		
	The available budget is acceptable, but could be further improved to fully achieve effective management	2		
	The available budget is sufficient and meets the full management needs of the protected area	3		
16. Security of budget Is the budget secure? <i>Inputs</i>	There is no secure budget for the protected area and management is wholly reliant on outside or year by year funding	0	Currently, the reserve does not generate any funds for itself, nor does it have the knowledge of how to obtain funds.	
	There is very little secure budget and the protected area could not function adequately without outside funding	1		
	There is a reasonably secure core budget for the protected area but many innovations and initiatives are reliant on outside funding	2		
	There is a secure budget for the protected area and its management needs on a multi-year cycle	3		
17. Management of budget Is the budget managed to meet critical management needs? <i>Process</i>	Budget management is poor and significantly undermines effectiveness	0	The budget is well managed but insufficient for all the park activities that are needed. The NFA and the Park management are capable, but need additional skills.	
	Budget management is poor and constrains effectiveness	1		
	Budget management is adequate but could be improved	2		
	Budget management is excellent and aids effectiveness	3		
18. Equipment Is equipment adequately maintained? <i>Process</i>	There is little or no equipment and facilities	0		
	There is some equipment and facilities but these are wholly inadequate	1		
	There is equipment and facilities, but still some major gaps that constrain management	2		
	There is adequate equipment and facilities	3		
19. Maintenance of equipment	There is little or no maintenance of equipment and facilities	0	Yes there are expenses foreseen in the range of \$5,000/year for maintenance off the 2 terrain cars. There are 2 offices in Cetatuia near Luncavita (future Information Center; 1 in	

Issue	Criteria	Score	Comments	Next steps
Is equipment adequately maintained? <i>Process</i>	There is some <i>ad hoc</i> maintenance of equipment and facilities	1	Macin, 2 offices at the NFA Tulcea; maintenance budget for these buildings is insufficient.	
	There is maintenance of equipment and facilities, but there are some important gaps in maintenance	2		
	Equipment and facilities are well maintained	3		
20. Education and awareness programme Is there a planned education programme? <i>Process</i>	There is no education and awareness programme	0		
	There is a limited and <i>ad hoc</i> education and awareness programme, but no overall planning for this	1		
	There is a planned education and awareness programme but there are still serious gaps	2		
	There is a planned and effective education and awareness programme fully linked to the objectives and needs of the protected area	3		
21. State and commercial neighbours Is there co-operation with adjacent land users? <i>Process</i>	There is no contact between managers and neighbouring official or corporate land users	0		
	There is limited contact between managers and neighbouring official or corporate land users	1		
	There is regular contact between managers and neighbouring official or corporate land users, but only limited co-operation	2		
	There is regular contact between managers and neighbouring official or corporate land users, and substantial co-operation on management	3		
22. Indigenous people Do indigenous and traditional peoples resident or regularly using the PA have input to management decisions? <i>Process</i>	Indigenous and traditional peoples have no input into decisions relating to the management of the protected area	0	Not relevant	
	Indigenous and traditional peoples have some input into discussions relating to management but no direct involvement in the resulting decisions	1		
	Indigenous and traditional peoples directly contribute to some decisions relating to management	2		
	Indigenous and traditional peoples directly participate in making decisions relating to management	3		
23. Local communities Do local communities	Local communities have no input into decisions relating to the management of the protected area	0	The PA is new and no management planning process has yet been launched. Existing PA law in Romania does give local communities a right to provide input	

Issue	Criteria	Score	Comments	Next steps
resident or near the protected area have input to management decisions? <i>Process</i>	Local communities have some input into discussions relating to management but no direct involvement in the resulting decisions	1	into the PA management planning process.	
	Local communities directly contribute to some decisions relating to management	2		
	Local communities directly participate in making decisions relating to management	3		
Additional points <i>Outputs</i>	There is open communication and trust between local stakeholders and protected area managers	+1		
	Programmes to enhance local community welfare, while conserving protected area resources, are being implemented	+1		
24. Visitor facilities Are visitor facilities (for tourists, pilgrims etc) good enough? <i>Outputs</i>	There are no visitor facilities and services	0	<i>Possible issue for comment:</i> Do visitors damage the protected area? Some visitors' centers will be constructed; the trails are now being marked. There is one certified already and 4 more will be n 2005.	
	Visitor facilities and services are inappropriate for current levels of visitation or are under construction	1		
	Visitor facilities and services are adequate for current levels of visitation but could be improved	2		
	Visitor facilities and services are excellent for current levels of visitation	3		
25. Commercial tourism Do commercial tour operators contribute to protected area management? <i>Process</i>	There is little or no contact between managers and tourism operators using the protected area	0	<i>Possible issue for comment:</i> examples of contributions There is no noted co-operation established with tourist companies in the area. There is no commercial tourism currently.	
	There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters	1		
	There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values	2		
	There is excellent co-operation between managers and tourism operators to enhance visitor experiences, protect values and resolve conflicts	3		
26. Fees If fees (tourism, fines) are applied, do they help protected area management? <i>Outputs</i>	Although fees are theoretically applied, they are not collected	0	The Park management set fees as follows: guided groups E 22/day and 3 persons., wild animal filming E 50/day; wild animal photographing Euro 25/pers.; guided alpinism 30 E/day Commercial photos 100 E/day commercial films. 200E/day, etc. These are not yet enforced.	
	The fee is collected, but it goes straight to central government and is not returned to the protected area or its environs	1		
	The fee is collected, but is disbursed to the local authority rather than the protected area	2		

Issue	Criteria	Score	Comments	Next steps
	There is a fee for visiting the protected area that helps to support this and/or other protected areas	3		
27. Condition assessment	Important biodiversity, ecological and cultural values are being severely degraded	0	Possible issue for comment: It is important to provide details of the biodiversity, ecological or cultural values being affected. Overgrazing affected the steppe flora; earlier trails and park roads partially destroyed habits or rare and protected birds and animals: Carpathian stag, wildcat, white tailed eagle, Danubian hawk, etc.	
Is the protected area being managed consistent to its objectives? <i>Outcomes</i>	Some biodiversity, ecological and cultural values are being severely degraded	1		
	Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted	2		
	Biodiversity, ecological and cultural values are predominantly intact	3		
Additional points <i>Outputs</i>	There are active programmes for restoration of degraded areas within the protected area and/or the protected area buffer zone	+1		
28. Access assessment	Protection systems (patrols, permits etc) are ineffective in controlling access or use of the reserve in accordance with designated objectives	0	The protection system is ineffective in controlling access to most of the reserve, especially the marine areas. It might be called more or less effective in controlling access in the inland territory around Turkmenbashi area, where the staff has some means of transportation.	
Are the available management mechanisms working to control access or use? <i>Outcomes</i>	Protection systems are only partially effective in controlling access or use of the reserve in accordance with designated objectives	1		
	Protection systems are moderately effective in controlling access or use of the reserve in accordance with designated objectives	2		
	Protection systems are largely or wholly effective in controlling access or use of the reserve in accordance with designated objectives	3		
29. Economic benefit assessment	The existence of the protected area has reduced the options for economic development of the local communities	0	<i>Possible issue for comment:</i> how does national or regional development impact on the protected area? Some communities will benefit from the tourism development when the park will be fully operational and equipped.	
Is the protected area providing economic benefits to local communities? <i>Outcomes</i>	The existence of the protected area has neither damaged nor benefited the local economy	1		
	There is some flow of economic benefits to local communities from the existence of the protected area but this is of minor significance to the regional economy	2		
	There is a significant or major flow of economic benefits to local communities from activities in and around the protected area (e.g. employment of locals, locally operated commercial tours etc)	3		

Annex 6: Co-funding Confirmation Letters.

Co financing letters from NGO Milvus, the Ministry of Environment, UNDP and National Forest Administration are attached below in the *SECTION IV, Part I.- 2. Other agreements (including new M&E budget)*.

2. Other agreements

ROMANIA



MINISTRY OF ENVIRONMENT AND WATER MANAGEMENT

To: **Ms. Natalia Olofinskaya**
Regional Biodiversity Coordinator
UNDP Europe and CIS

Re: **Strengthening Romania's Protected Areas System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park**

Dear Ms. Olofinskaya,

Herewith, I confirm that the Ministry of Environment and Water Management is interested in the project mentioned above, which we believe is very useful for Macin area and the National Park. Presently the Ministry coordinates the project: "Participatory management of Macin Mountains protected area", that is implemented by the Tulcea Environmental Protection.

The project's objective is long term conservation of sub-Mediterranean and Balcanic forests, steppe habitats and endangered wild species. The project's total budget is of 600,000 Euro (from EU Life-Nature and MoE's funds) and will end in 2006.


By combining efforts and coordinating activities the GEF/UNDP project and the current Life-Nature project, we believe that the two projects will build upon each other's experience, maximizing the use of information and resources.

We are looking forward to work closely and to have a long beneficial cooperation.

Yours sincerely,

Silvia STOICA

GEF Focal Point

Adriana BAZ

CBD Focal Point

United Nations Development Programme



Romania

30 May 2005

Dear Mr. Pinto,

I am pleased to pledge \$55,000 from TRAC1 as UNDP Romania CO contribution to the GEF funded project: "Strengthening Romania's Protected Area System by Demonstrating Best Practices for Management of Small Protected Areas" (PIMS # 1999). Unfortunately, there was a slight misunderstanding between RBC and CO and consequently, the initial co-funding letter signed by Ms Han Jung on May 23, 2005 only pledged \$50,000 as co-funding, while the project document reflects \$55,000.

The project responds to UNDP CO's priorities for assistance in the area of biodiversity conservation and management of protected areas, as identified in close cooperation with the Romanian Ministry of Environment and Water Management and the National Forest Administration. Macin National Park project was prepared in close cooperation with its main stakeholders and is expected to become a model of managing small-protected areas, which could be replicated nationwide.

Acknowledging your constant support to valuable GEF supported initiatives in Romania, I look forward to start implementation of this new project as soon as possible.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Thore Hansen'.

Thore Hansen
Resident Representative a.i.

Mr. Frank Pinto
GEF Executive Coordinator
UNDP, New York
cc: Mr. Yannick Glemarec
GEF Deputy Executive Coordinator
UNDP, New York

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Asociația pentru Protecția Păsărilor și a Naturii "Grupul Milvus"
"Milvus Csoport" Madártani és Természetvédelmi Egyesület"
"Milvus Group" Bird and Nature Protection Association

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Nr. 21 din 02.02.2005

Attn: Mr. Nick Remple
GEF Regional Coordinator
Bureau for Development Policy
Europe and CIS

RE: Strengthening Romania's Protected Area System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park.

Dear Mr. Remple,

Herewith, I confirm that Milvus Group is interested in the project mentioned above, which we believe is very useful for Macin area and the National Park.

We would like to contribute to the project implementation by offering advisory and field expertise to the Park Management with respect to bird conservation and research. Our organization is implementing the Macin Watchsite project since 2001. For more information please go to www.milvus.ro page.

The main goal of the Macin Watchsite is to determine the timing and magnitude of the raptor migration and to develop methods for a sustainable long-term migration count. Using our database and working in cooperation with other watch sites, especially with those from the Via Pontica route, we can elaborate conservation strategies for threatened or endangered raptor species.

Apart of this the Macin Watchsite offers good opportunity for on site educational programs. This will help many young conservationists to improve their knowledge about raptors, migration and will educate the general public as well. Using raptors as flagship species, we can attract sustainable eco-tourism to the area.

The Macin Watchsite project budget was of approximately \$25,000. In 2001 – 2002 we organized only autumn counts but from 2004 we started a spring migration study as well. An evaluation of rodents in the Park area was also conducted in autumn 2004, as food source for raptors. The whole Macin Watchsite project is planned to continue for another 3 years, pending on the available funding.

By combining efforts and cording activities with the Park's management, Milvus Group will contribute to the successful implementation of the UNDP/GEF project: "Strengthening Romania's Protected Area System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park".

Look forward to our fruitful cooperation,

Sincerely yours,

Papp Tamas

President





NATIONAL FOREST ADMINISTRATION - ROMSILVA

Bd. Magheru no.31, sector 1, code 70164
telephone: 021.310.06.26; 021/212.97.69; fax:021/222.84.28
E-mail: rnv@rosilva.ro

Attn: Mr. Nick Remple
GEF Regional Coordinator for Biodiversity and International Waters

RE: Strengthening Romania's Protected Areas System by Demonstrating Best Practices for the Management of Small Protected Areas (Macinului Mountains National Park) – Co-funding

Dear Mr. Remple,

The National Forest Administration – ROMSILVA is interested in the project Strengthening Romania's Protected Areas System by Demonstrating Best Practices for the Management of Small Protected Areas (Macinului Mountains National Park) (ROM/01/G41) and willing to contribute to the funding of a Medium Size Project, next to UNDP Romania (GEF funds) and other local and regional stakeholders.

The scope of the project is to preserve biodiversity in the protected area of Macinului Mountains, through the development of Macinului Mountains National Park's administration and ecological reconstruction of the area, by reducing risks of biodiversity losses through pollution, poaching, overgrazing etc. Last but not least, the project addresses the need for generating alternatives for sustainable development activities and by that reducing the pressure over the protected area from current economic activities, in the buffer area.

According to the Romanian law, The National Forest Administration – ROMSILVA, both at national and regional level has responsibilities towards protected areas with large forest representation and is interested to contribute to the implementation of the Strengthening Romania's Protected Areas System by Demonstrating Best Practices for the Management of Small Protected Areas (Macinului Mountains National Park), that is in line with the National Forest Administration's objectives and strategy for protected areas.

Because the management of Macinului Mountains National Park will be strengthened and re-oriented under the project, we confirm our commitment to provide, in form of

direct funds, the amount of \$ 452,000 over the four year life of the project, or \$113,000/year, that is 100% of our annual park budget.

Regarding the forest management budget, we estimate that working with the project on sustainable, biodiversity-oriented forest management will result in the re-orientation of 25% of our annual forest management budget for the Macin and Cerna Forest Districts, or \$ 1,140,000 for a period of four years.

We look forward to a very successful implementation of the project.

Sincerely yours,

Dumitru BUNEA

General Manager



December 28th, 2004

Revised M&E budget

Type of M&E activity	Responsible Parties	Budget US\$ (new version)	Time frame
Inception Workshop (IW)	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO, UNDP GEF 	5,000	Within first two months of project start up
Inception Report	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP CO 	None	Immediately following IW
Measurement of Means of Verification for Project Purpose Indicators	<ul style="list-style-type: none"> ▪ Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members 	To be finalized in Inception Phase and Workshop. Cost to be covered by targeted survey funds.	Start, mid and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	<ul style="list-style-type: none"> ▪ Oversight by Project GEF Technical Advisor and Project Coordinator ▪ Measurements by regional field officers and local IAs 	TBD as part of the Annual Work Plan's preparation. Cost to be covered by field survey budget.	Annually prior to APR/PIR and to the definition of annual work plans
APR and PIR	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP-CO ▪ UNDP-GEF 	None	Annually
TPR and TPR report	<ul style="list-style-type: none"> ▪ Government Counterparts ▪ UNDP CO, Project team ▪ UNDP-GEF Regional Coordinating Unit (RCU) 	None	Every year, upon receipt of APR
Steering Committee Meetings	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO 	None	Following IW and annually thereafter.
Periodic status reports	<ul style="list-style-type: none"> ▪ Project team 	None	TBD by Project team and UNDP CO
Technical reports	<ul style="list-style-type: none"> ▪ Project team ▪ Hired consultants as needed 	10,000	TBD by Project team and UNDP-CO
Mid-term External Evaluation	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP- CO ▪ UNDP-GEF RCU ▪ External Consultants (evaluation team) 	40,000	At the mid-point of project implementation.
Final External Evaluation	<ul style="list-style-type: none"> ▪ Project team, ▪ UNDP-CO, UNDP-GEF RCU ▪ External Consultants 	40,000	At the end of project implementation

	(evaluation team)		
Terminal Report	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP-CO ▪ External Consultant 	None	At least one month before the end of the project
Lessons learned	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP-GEF RCU (formats for documenting best practices) 	6000 (average 1200 per year)	Yearly
Audit	<ul style="list-style-type: none"> ▪ UNDP-CO ▪ Project team 	4,000 (average \$1000 per year)	Yearly
Visits to field sites (UNDP staff travel costs to be charged to IA fees)	<ul style="list-style-type: none"> ▪ UNDP CO, UNDP-GEF RCU ▪ Government representatives 	6000	Yearly average one visit per year
TOTAL INDICATIVE COST <i>Excluding project staff time, UNDP staff and travel expenses.</i>		US\$ 110,000	

PART II : Organigram of Project (optional)
N/A

PART II : Terms of References for key project staff and main sub-contracts

TERMS OF REFERENCE

Project Manager (PM)

Duration: 4 years

Duty station: Macin, NFA offices, Tulcea County with travel in the Project region, and possible travel to other locations as required

General Responsibilities:

Under the guidance of the National Project Director, the PM shall be responsible for the overall daily coordination of all aspects of the Project. The PM will be responsible for overseeing the Project team's work and he/she will be ultimately responsible for the effective implementation of all Project activities. The Project Manager reports to the National Project Director (who will be nominated by the National Forestry Administration). He/she will liaise directly with designated officials of the national and local governments, the UNDP, existing and potential additional Project donors, the National GEF Focal Point, and others as deemed appropriate and necessary by the PD or PM him/herself. The Project budget and associated work plan will provide guidance on the day-to-day implementation of the approved Project activities and on the integration of the various complementary initiatives. He/she shall be responsible for the delivery of all substantive, managerial and financial reports from and on behalf of the Project. He/she will provide overall supervision for all Project staff. The Project Manager will provide expert input in his/her area of expertise, coordinate contracted work necessary for Project implementation, and will organize and attend all consultations and meetings.

Specific Duties

The PM will have the following specific duties:

- Ensuring co-ordination and management of the Project.
- Managing and supervising the Project Management Unit (PMU) staff, including work group leaders, and the project budget.
- Preparing all project progress reports, financial reports and requests.
- Ensuring effective communication with the relevant public authorities, institutions and other stakeholders on project's activities.
- Establishing and maintaining links with national and international project partners.
- Procuring equipment and local services following UNDP procurement rules
- Ensuring preparation and submission to the POC and UNDP of progress and financial reports, as set out in the project document.
- Supervising activities under the project to ensure that they are performed in accordance with the budget as set out in the project document.
- Ensuring that the expenditures incurred are in compliance with the activities referred to in the project document.
- Promoting the project.
- Establishing and managing mechanisms for exchange of experience, and lessons learned at the local and national levels.
- Coordinating and monitoring and be responsible the implementation of the Project Work Plan.
- Ensuring consistency among the various Project elements and related activities provided or funded by other donor organizations.
- Fostering and establishing links with other related GEF programmes and, where appropriate, with other relevant regional programmes.

- Ensuring that all of the logistical needs of Project implementation are met.
- Conducting stakeholder workshops in the Project region.

Qualifications:

- Post-graduate degree preferably in a directly related field (e.g. natural resource management; biodiversity conservation);
- Experience as project manager, with proven experience in protected areas;
- Developed inter-personal, communication and negotiating skills;
- Good familiarity with the goals and procedures of international organizations is preferred, in particular those of the GEF and its partners (UNDP, UNEP, the World Bank, major NGOs, and current and future potential donors);
- Proficient English speaking and writing capability;
- Previous work experience in the project region on issues directly related to the Project;
- Ability and willingness to travel; and,
- Demonstrable skills in using information technology (word processing, spread sheets) and familiarity with GIS applications.

Reporting requirements:

The PM will report to the NPD and the POC.

TERMS OF REFERENCE

Financial and Administrative Assistant to the Project Manager

Duration: 4 years

Duty station: Macin, NFA offices, Tulcea County with travel in the Project region, and possible travel to other locations as required

General Responsibilities: To provide assistance to the Project Manager in implementing the project from finance and administrative viewpoints

Specific Duties: The incumbent will be responsible to:

- Manage the project budget under the supervision of the PM;
- Prepare contracts for local consultants, service suppliers, equipment suppliers, etc.;
- Make payments of invoices and keep record of the budget expenditures;
- Prepare financial reports to the PD and UNDP, as requested in the project document;
- Ensures proper functioning of the project office, equipment, office supplies, etc.;
- Assist the programme manager and local and foreign consultants in conducting different activities within the framework of the project (training, seminars, procurement of tickets, rent of premises, arrangements on study tour, etc.);
- During the visits of foreign experts provide support for transportation, hotel accommodation, etc.;
- Keep files with project documents, expert reports;
- Control the use of non expendable equipment (record keeping, drawing up regular inventories);
- Perform other duties under the instruction of the project manager.

Qualifications:

- High education diploma in finance/accounting, preferably certified accountant
- At least three years work experience in finance/accounting/office administration
- Proficiency in English (spoken and written)
- Computer skills (use of Excel)

Reporting requirements: The assistant will report to the PM

Terms of Reference and Work Schedule
for International expert under
Macin Mountains National Park Project
(start up and project inception workshop)

GEF has found that even in successful projects, the project team has considered the project document to be too rigid, or that some of the activities identified in the project document are not necessary. Commonly, the project team may identify, or may be capable of identifying an appropriate response, but are constrained from applying it because of uncertainty over how to proceed, or whether the response is “allowed.”

These are all symptoms of a fundamental lack of understanding about how GEF-funded projects should be managed. For example, both the GEF and UNDP endorse the application of adaptive management, under which specific project inputs may be adapted, dropped, or added in response to hanging circumstances, so “rigidity” in a project document should never be an issue.

Ensuring that project teams are aware of support systems available from UNDP is part of the on-going oversight responsibilities of the CO, supported by the RCU. However, the need for on-going oversight is greatly reduced if the project team and other stakeholders have a clear understanding of both the technical and administrative aspects of project management from the outset.

Experience over more than 10 years of implementing GEF-funded projects has clearly indicated that discussing these issues with the project team at project inception and holding an inception workshop for key stakeholders within 3 months of the signature of a project document can yield the following benefits:

- a) Re-builds commitment and momentum, especially if a substantial time has elapsed since the project design phase
- b) Establishes the project team and support structures (e.g. Steering Committee) with authority
- c) Ensures that the project team and other stakeholders have a clear understanding of what the project seeks to achieve (and, conversely, what it does not seek to achieve!) and their own roles in achieving objectives
- d) Establishes procedures for oversight, and for changes in project activities, outputs, outcomes or objective.

I. Working Session with Project Manager and project team: 4 days (proposed schedule: end of November 2005).

A four-day working session will be held with the core project team. The session should address the following topics.

1. Understanding the GEF/UNDP project language. Translate GEF bureaucratic language into clear simple terms. Answer questions from project team and ensure they understand the project document completely. Go through the document and explain the rationale behind the design of the project and each outcome.

2. Review of technical aspects of project. This is essential to ensure that the project team understands clearly what is expected of them in terms of objectives, and how they are expected to achieve those objectives. Sub-topics under this heading include:

- Changes in circumstances since project design – What are they if any? Discuss.
- Project log-frame: what is the goal, objective, outcomes and outputs.
- Review of indicators – based on preceding two sub-topics, do they need to be revised?
- Monitoring, especially related to indicators and collection of data

3. Finalize expert input needs and other input needs.

- Finalize list of needed expert input and agree upon mechanisms for input (i.e. international consultants, national consultants, sub-contracts).
- Begin drafting Terms of Reference for key individual consultant positions and sub-contracts.

4. Preparation of Year 1 work plan and ensure financing/budget lines is complementary.

- Translate clarified understanding of prodoc into a practical implementation workplan and budget breakdown per major activities.
- Detail the main activities under each output and specify key outputs and deliverables for the 1st year.
- Review existing budget lines and ensure that they complement the expert input/workplan developed. Prepare specific recommendations for budget revisions if needed.

Sub-topics already discussed between UNDP and project team include:

- Financial management – procedures for advances and reporting.
- Rules concerning changes in budget lines.
- Rules concerning tendering and awarding of contracts, including requirements for competitive bidding, and rules, concerning individuals or companies who may be excluded on the basis of conflict of interest.
- Requirements and procedures for audits.

5. Project management. Sub-topics include:

- Principles of adaptive management – what it means, and what it doesn't mean.
- Role of UNDP, including clarification on roles of CO, RCU, and UNDP/GEF/HQ.
- Roles of project oversight bodies, especially Steering Committee. Discuss and finalize terms of reference.

6. Technical reporting. Requirements and procedures for QOR's, APR's, PIR's, and the mid-term and final evaluations need to be described.

7. Agree on agenda for 2nd Session Workshop.

II. Travel to MMNP from Tulcea (one day)

- See MMNP area, changes that occurred since the last visit, meeting some stakeholders, etc

III. Inception Workshop with key stakeholders in MMNP (one day)

The inception workshop should achieve the following:

- “Re-ignite” interest in the project and re-create momentum and commitment among stakeholders.
- Ensure participants have a clear understanding of what the project is seeking to achieve. Ensure stakeholders understand the main elements of the project in simple terms.
- Ensure stakeholders understand how they can contribute to the project and play an important role in the project.
- Ensure stakeholders understand the main activities to be undertaken by the project in year 1.
- Provide stakeholders with a chance to ask questions and clarify concerns with the project team and UNDP experts.

This session is also important in allowing the project manager to establish his position and ownership. To the extent feasible, members of the project team should lead the inception workshop, rather than UNDP personnel.

The inception workshop should address the following topics

- How will the project benefit local people? What benefits will it bring? How is this project different from “old-fashioned” nature protection activities?
- Project log-frame: project goal, objective, outcomes and outputs.
- Review of main success indicators – based on preceding two sub-topics, the project team presents its proposals for discussion and agreement.
- Presentation and discussion of the Year 1 workplan, focusing on specific roles for individual stakeholders, where appropriate.
- Stakeholder participation mechanisms in the project – how can stakeholders participate in project activities?
- Roles of project oversight bodies, especially Steering Committee. Review the Terms of Reference for SC.

IV. Wrap-up work. (2 days)

- Incorporate stakeholder input from inception workshop into inception report
- Continue work on ToR; Begin inception report.

Time Required for Work:

4 days preparation (Preparation of ToR, Outlining workplan, gathering good practice materials); 7 days mission; 2 days for the preparation of the Inception Report.

Outputs:

1. Stakeholders feeling real ownership over project and with real understanding of management approach, stakeholder participation opportunities, clear and simple indicators. See “Benefits” described on page 1 of these ToR.
2. Inception Report
3. Terms of Reference for at least 4 key positions or sub-contracts. Additional ToR will require additional desk work, it is envisioned.
4. Practical workplan with specific outputs/and revised budget for first year.

Draft terms of reference for

Flora and fauna inventory, description and mapping of habitats in MMNP and evaluation of populations of the species important for conservation.

A. Short description of the project

This project is designed to support the primary objectives of the Convention on Biological Diversity (CBD), the conservation of biological diversity, the sustainable-use of its components, and the equitable sharing of the benefits arising out of the utilization of these components. By integrating conservation and sustainable use of biodiversity into relevant plans and policies, the project will fulfill the requirements of Article 6: General Measures for Conservation and Sustainable Use. Article 7: Identification and Monitoring and Article 8: *In-situ* Conservation will be supported through the strengthening of park management and the targeted species and habitat management, research and monitoring program. Article 10: Sustainable Use of Components of Biological Diversity will be furthered through the development and demonstration of alternative, sustainable livelihood options that avoid or minimize adverse impacts on biological diversity, providing incentives for sustainable use (Article 11: Incentive Measures). The project also supports Article 12: Research and Training by promoting targeted research on priority biodiversity, providing training in technical and managerial areas, and developing linkages for exchange of information (Article 17: Exchange of Information). Education and awareness raising is also a project priority (Article 13).

To achieve these goals, a flora and fauna inventory will be completed, together with the mapping of the habitats. The results of the studies will be included in the future Park's Management Plan.

B. Description of the provided services

- Study (inventory and evaluation of populations) of the bioflora in MMNP. For each collection the following information is to be provided: the type of habitat, the area toponym and geographic coordinates using GPS.

- Study (inventory and evaluation of populations) of species of superior plants within the national park's. Identifying the areas of great importance for species of superior plants, which require special protection measures, will be made, together with a mapping of the conservation species' distribution within the national park's territory. For each collection the following information is to be provided: the type of habitat, the area toponym and geographic coordinates using GPS.

- Study (inventory and evaluation of populations) of land invertebrate's fauna. An evaluation of the land invertebrates fauna's structure will be made using, the method of capturing with Barber traps. Orders and families will sort out the captured invertebrates. Identifying the areas of great importance for the groups above mentioned, which require special protection measures, will be made, together with a mapping of these groups representatives' distribution within the national park's territory.

- Study (inventory and evaluation of populations) amphibians and reptiles fauna. Population inventory and evaluation, mapping and evaluation of the conservation status for all the species belonging to the groups mentioned above will be made, together with identifying and mapping the areas of great importance for these groups (reproduction areas, shelter areas), which require special protection measures.

- Study (inventory and evaluation of populations) of bird's fauna. Population inventory and evaluation, mapping and evaluation of the conservation status for all the species belonging to the groups mentioned above will be made, with a particular focus on European interest species, together with identifying and mapping the areas of great importance for the birds (reproduction areas, shelter areas), which require special protection measures.

- Study (inventory and evaluation of populations) of mammal's fauna. Population inventory and evaluation, mapping and evaluation of the conservation status for all the mammals species will be made, together with identifying and mapping the areas of great importance for the groups mentioned above (reproduction areas, shelter areas), which require special protection measures.

- Description of the habitats in MMNP, based on the vegetable composition (including a list of component vegetable associations and their description). The identified habitats will be named in accordance with the EUNIS system of classification (nomenclature) and will also be synonymous with the standard naming of the following habitats' classification systems: CORINE Land Cover, Habitats Pal (a) eartcic classification, CEE's Habitats Directive.

- Mapping of the habitats in MMNP using the GPS set in accordance with MMNP. Also, for each mapped habitat, geographic coordinates acquired in GPS system will be annexed.

- Evaluation of anthropoid activities on MMNP ecosystems.

- Proposing a monitoring system for the groups of flora and fauna taken into study and for the habitats' conservation status, using as indicators the studied fauna groups. This system will have to be simple, effective and accessible to the park's personnel (rangers) without specific extensive training in the biology field.

C. Contract development localization : Macin Mountains National Park and surroundings.

D. Consultant's tasks

1. Establishes action planning which will include the timetable for all the activities earlier mentioned. The plan will be submitted for MMNP approval at the beginning of the contract.

2. Acts based only on the mentioned plan, after it's approval by the MMNP.
3. Flora inventory activities will be conducted by strict collection only of necessary material for identifying the species and evaluating their population, without any further negative impact on the whole population.
4. Invertebrate fauna inventory activities will be conducted by strict collection only of necessary material for identifying the species and evaluating their population, without any further negative impact on the whole population.
5. Vertebrate fauna inventory activities will be conducted in accordance with MMNP conservation standards. If identifying the species requires capturing individuals, they are to be carefully manipulated to avoid harmful effects, and they will be released in their natural habitat immediately after identifying them. Killing collected specimens is strictly forbidden.
6. The consultant will present a report (project) which will include the following points:
 - The list of flora species in systematic order. The populations' evaluation will enclose graphics, which will reflect the conclusions presented in the text. Species mapping will be conducted using the maps supplied by MMNP. There will also be presented the areas of great importance for the plant species, which need special protection measures.
 - The list of invertebrate species in systematic order. The populations' evaluation will enclose graphics, which will reflect the conclusions presented in the text. Species mapping will be conducted using the maps supplied by MMNP.
 - The list of land invertebrate species in systematic order. The populations' evaluation will enclose graphics, which will reflect the conclusions presented in the text. Species mapping will be conducted using the maps supplied by MMNP.
 - The list of amphibians and reptiles species in systematic order. The populations' evaluation will enclose graphics, which will reflect the conclusions presented in the text. Species mapping will be conducted using the maps supplied by MMNP.
 - The list of bird species in systematic order. The populations' evaluation will enclose graphics, which will reflect the conclusions presented in the text. Species mapping will be conducted using the maps supplied by MMNP. There will also be presented the areas of great importance for the bird species which need special protection measures. For each listed species it is mandatory to describe the type of habitat in which the particular species was observed/collected, the area toponym and the geographic coordinates acquired in the field by GPS.
 - The list of mammal's species in systematic order. The populations' evaluation will enclose graphics which will reflect the conclusions presented in the text. Species mapping will be conducted using the maps supplied by PCNP.
 - The chapter referring to habitats will include: the list and the descriptions of the habitats within MMNP, based on the vegetable composition (including a list of the composing vegetable associations and their description); habitats mapping will be conducted in the field, by overlapping them with the satellite maps from the MMNP, thus accomplishing their georeferenciation. In addition, for each habitat geographic coordinates acquired by GPS, will be annexed. On the satellite image supplied by MMNP mapped habitats will be marked in distinctive colors for each type of habitat. These images will be annexed to the report, clearly indicating each type of habitat.
 - The proposal for a monitoring system of the flora and fauna groups taken into study, or of the habitats' conservation status using biological indicators (parameters).
 - Recommendations regarding the possible measures at hand for the MMNP, in order to ensure a better conservation of the flora and fauna species and of the habitats.

F. Final products of the services

The consultant will provide the following final products:

1. The action plan, which will include the timetable of all the activities above, mentioned, and which will be furthered to MMNP for approval at the beginning of the contract.
2. Progress reports for the tasks at hand (about 1 page), at the end of each month, during the entire period of the contract, starting in first month.
3. Intermediate report.
4. The final report

CONSULTANT’S PERSONNEL

The consultant’s personnel must be graduates of higher education institutions. In order to select the most suitable consultancies company/NGO to accomplish the purposes described in the reference terms, please send us the list of the personnel, which will be appointed to provide these services.

The personnel list will be accompanied by the CVs of the proposed specialized personnel. The CVs will provide information regarding the following:

- Education. Specify a summary of colleges/universities or any other specialized education for the team members, names of the schools, date of graduation and degrees obtained;
- Workplace where every member of the team carries on his activity, and in a reverse chronological order, provides a list of any other positions occupied. Provide information regarding all the positions occupied by every specialist, after graduation, years, names of the companies/organizations where they activated, title and place where they fulfilled their obligations;
- Experience of the company’s personnel and the training in the requested field, responsibilities held by the team members in other contracts, list of published scientific papers/works;
- Experience of the company’s personnel in MMNP’s research in the requested field, participations in any research contracts, voluntaries programmers, scientific publications regarding MMNP and the requested field of research;
- Certification, team members’ signatures and the signature of the authorized person from the company.

Evaluation criteria are as follows:

1. Qualification	40%
2. Experience	40%
3. Information exchange	20%
TOTAL	100%

SIGNATURE PAGE

Country: ROMANIA

UNDAF Outcome(s)/Indicator(s): Capacity building for Good Governance – By 2009, administrative capacity is strengthened at central and local level to develop, implement and monitor sustainable policies and programmes – emphasizing transparency, accountability and participation – in the areas of public service delivery, environmental governance and the protection of the rights of vulnerable groups

Expected Outcome(s)/Indicator (s): Improve national capacity to negotiate and implement global environmental commitments

Expected Output(s)/Indicator(s):

Environmental governance strengthened and greater compliance with EU environmental standards and international conventions achieved:

- Productive landscape around MMNP is made more biodiversity friendly;
- MMNP management capacity and conservation effectiveness is secured;
- Replication of small protected area management best practice across national PA is achieved

Implementing partner:
(designated institution/Executing agency)

National Forestry Administration

Other Partners:

UNDP CO Romania

Programme Period: 2005-2009
 Programme Component: Environmental Governance
 Project Title: Strengthening Romania’s Protected Area System by Demonstrating Best Practices for Management of Small Protected Areas in Macin Mountains National Park
 Project PIMS No: 1999
 Project ID: 00047111
 Project Duration: 4 years
 Management Arrangement: NEX

Total budget:	1,280,000 USD
Allocated resources:	
• Government	0
• Regular (UNDP)	55,000 USD
• Other:	
○ GEF	975,000 USD
○ NFA	250,000 USD
• In kind contributions	1,792,000 USD

Name

Date

**Agreed by Ministry of Agriculture, Forests
And Rural Development** _____

Agreed by National Forestry Administration: _____

**Agreed by UNDP CO
Romania:** _____