



Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora Headwaters Region

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Terminal Evaluation, Volume I November 2014

Russian Federation

GEF SO1: Catalysing the Sustainability of Protected Areas
SP3: Strengthened National Terrestrial Protected Area Networks

Russian Federation, Ministry of Natural Resources
Komi Republic, Ministry of Natural Resources
United National Development Program

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Table of Contents

Acknowledgements.....	ii
Executive Summary.....	v
Project Summary Table.....	v
Project Description.....	vi
Project Results	vii
Review Rating Table.....	viii
Summary of conclusions, recommendations and lessons	ix
Acronyms, Abbreviations and Glossary	xi
1 Introduction.....	1
1.1 Purpose of the review.....	1
1.2 Scope & Methodology	1
1.3 Structure of the review report	4
2 Project description and development context	4
2.1 Project start and duration	4
2.2 Problems that the project sought to address.....	5
2.3 Immediate and development objectives of the project	5
2.4 Baseline Indicators established	6
2.5 Main stakeholders	16
2.6 Expected Results	16
3 Findings.....	17
3.1 Project Formulation	17
3.1.1 Analysis of LFA/Results Framework (Project logic /strategy; Indicators)	17
3.1.2 Assumptions and risk analysis	17
3.1.3 Lessons from other relevant projects	18
3.1.4 Planned Stakeholder Participation	19
3.1.5 Replication approach	19
3.1.6 UNDP Competitive Advantage.....	19
3.1.7 Linkages between the project and other interventions in the sector	20
3.1.8 Management arrangements	20
4.1 Project Implementation.....	22
4.1.1 Adaptive management	22
4.1.2 Partnership arrangements.....	23
4.1.3 Feedback from M&E activities used for adaptive management.....	24

4.1.4	Project Finance.....	24
4.1.5	Monitoring & Evaluation – design and implementation.....	30
4.1.6	UNDP & Implementing Partner implementation, coordination and operational issues	31
4.2	Project Results	31
4.2.1	Overall results and Attainment of objectives.....	31
4.2.2	Relevance	49
4.2.3	Effectiveness & Efficiency	50
4.2.4	Country ownership.....	54
4.2.5	Replication, mainstreaming and catalytic role.....	55
4.2.6	Sustainability.....	56
4.2.7	Impact	58
5	Conclusions, Recommendations & Lessons	59
5.1	Conclusions.....	59
5.2	Corrective actions for the design, implementation, monitoring and evaluation of the project	60
5.3	Actions to follow up or reinforce initial benefits from the project.....	61
5.4	Proposals for future directions underlining main objectives	63
5.5	Best and worst practices in addressing issues relating to relevance, performance and success.....	65

Table of Contents (Annexes)

Annex I: Terms of Reference	Annex-3
Annex II: Itinerary of Mission to Russia	Annex-7
Annex III: List of persons interviewed	Annex-9
Annex IV: Members of the Project Steering Committee	Annex-11
Annex V: Lists of agreements, products and outputs from the project	Annex-13
Annex VI: Framework questions used	Annex-32
Annex VII: Maps	Annex-34
Annex VIII: List of project assets	Annex-36
Annex IX: Brief comments on the BMU/ICI project	Annex-41
Annex X: Mid-Term Review of EU ClimaEast pilot project: Protection and restoration of forest and peatland permafrost carbon pools in Komi Republic and Nenetsky Autonomous Okrug	Annex-43
Annex XI: Evaluation Consultant Agreement Form	Annex-65
Evaluation Report Reviewed and Cleared by	Annex-66

Executive Summary

Project Summary Table

Project Title:	“Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region”			
GEF Project ID:	2035		at endorsement (Million US\$)	at completion (Million US\$)
UNDP Project ID:	2496	GEF financing:	4,500	4,500
Country:	Russian Federation	IA/EA own:	0,000	0,000
Region:	ECA	Government:	12,589	47,603
Focal Area:	Biodiversity	Other:	Netherlands – 1,634 Private sector – 1,410 Academic – 0,270 In-kind – 0,000	Netherlands – 0,000 Private sector – 3,788 Academic – 1,570 In-kind – 0,018 Other sources – 0,570 NGOs – 0,071 ICI – 4,175 EU – 3,247
Objectives, (OP/SP):	SO1: Catalysing the Sustainability of Protected Areas SP3: Strengthened National Terrestrial Protected Area Networks	Total co-financing:	15,903	61,042
Executing Agency:	Komi Division of the Federal Supervisory Natural Resource Management Service (<i>Rosprirodnadzor</i>)	Total Project Cost:	20,403	65,542
Other Partners involved:	Government of the Komi Republic	ProDoc Signature (date project began):		July 22, 2008
		(Operational) Closing Date:	Proposed: 30.06.2013	Actual: 31.12.2014

The Terminal Evaluation (TE) of the UNDP-GEF project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora Headwaters Region” was carried out with the aim of providing a systematic and comprehensive review and evaluation of the performance of the project by assessing its design, processes of implementation, achievement relative to its objectives. Under this overarching aim, its objectives were i) to promote accountability and transparency for the achievement of GEF objectives through the assessment of results, effectiveness, efficiency, relevance, sustainability and impact of the partners involved in the project, and ii) to promote learning, feedback and knowledge sharing on the results and lessons learned from the project and its partners as a basis for decision-making on policies, strategies, programme management and projects, and to improve knowledge and performance.

The TE was conducted by one international consultant and included a mission to Russia from 30 August – 12 September 2014. Carrying out the TE at this point in the project’s implementation timeline was in line with UNDP/GEF policy for Evaluations.

Project Description

The project had a long history from the development of the concept (in 2001) to the actual start of the project (the project document was signed on 22 July 2008). This extended preparatory phase did not undermine the project – primarily because a number of key people involved in the conception of the project remained engaged until its very end. The project was originally conceived as a forest management project but ended up as systemic project for the protected area system of the Komi Republic. Retaining a focus on the system at a regional – rather than national – level was one of the factors that contributed to the success of this project.

The project was envisaged as a five-year project but following an approved extension, the project closed on 31 December 2014.

The project sought to counteract a number of threats and their root causes, and barriers to the “normative” solution – which was defined as being: “a reconfigured PA System of Komi Republic is both ecologically representative and effectively managed through a better coordination between federal and regional agencies and new partnerships with the business sectors” – and which included: i) deficiencies in representation of ecosystems, the integrity of ecosystems that are represented within the system and the connectivity among protected areas, ii) a legal and policy framework that was not conducive to improved protected area management effectiveness, iii) low capacity – particularly in the republican protected areas, iv) funding for protected areas is low, and v) a low awareness of the value of protected areas and a lack of integration of protected areas within the Komi Republic growing economy.

The project’s objective was defined as being: “*A representative and effectively managed network of protected areas ensures conservation of pristine boreal forest and taiga ecosystems in the Komi Republic.*” In order to achieve this objective, three outcomes should, in turn, be achieved. These were defined as being: i) Outcome 1: *The protected area system of Komi republic is redesigned so as to better capture globally significant biodiversity* – thereby responding primarily to the barrier that the network of protected areas within the Komi Republic was not representative or connected, ii) Outcome 2: *Increased institutional capacity for management of protected areas within the protected area system of Komi republic* – thereby responding primarily to the barrier of low capacity, and iii) Outcome 3: *Application of business planning principles result in diversified revenue streams for the protected area system of Komi Republic* – thereby responding to the barrier of low funding for protected areas and low incentives for protected area managers.

The MNRE of the Russian Federation was the Executing Agency (Implementing Partner) and represented within the Komi Republic by the Komi Division of the Federal Supervisory Natural Resource Management Service (*Rosprirodnadzor*). The head of this service was the project’s National Project Director (NPD). The PSC examined and approved all annual workplans and budgets. The project was implemented by a Project Management Unit (PMU) that was based in the Institute of Biology (under the Komi Science Centre, a branch of the Russian Academy of Sciences). The UNDP-CO exercised the enhanced control and financial oversight of the project. In addition to the GEF-funded component of the project, the PMU – and the UNDP-CO – managed two other substantial grants: the first from the Government of Germany’s International Climate Initiative (ICI) and the second as part of the EU’s Clima East support programme. This meant that the project managed a total of USD 11,921,868.58 (including the USD 4.5 million of the GEF grant). There was also significant co-finance from i) the Governments of the Russian Federation and of the Komi Republic, ii) the private sector, iii) NGOs, iv) private enterprises and, finally, v) in kind donations from public corporations. Overall, the value of the project has been over USD 65 million.

Project Results

There can be little doubt that the successes of the project can be largely attributed to the quality and dedication of the team. This is particularly true of the Project Manager who not only carried out his own roles and responsibilities but he provided significant support and backed-up all his team members.

The project carried out a vast amount of work. Most notable among the project results include:

- The completion of the gap analysis contained two aspects – first, the assessment of the biodiversity of the Komi Republic and, second, to identify areas that warranted inclusion into the protected area system.
- The results of the gap analysis were used to develop proposals for the “degazettement” for those protected areas with little continued value ($n = 34$ areas to be degazetted with a total area of 201,584ha) and proposals to establish new protected areas in valuable areas ($n = 30$ new protected areas) and extend the boundaries of a further five protected areas – such that the total area of the *official federal and republic* protected area system of the Komi Republic will be increased by 1,341,699ha – a net increase of 997,261ha. The resulting protected area system will cover a total of 6,427,867ha or 15.4% of the area of the Komi Republic.
- The production of a strategic plan for the protected area system of the Komi Republic (approved by the MNR of the Komi Republic on 27 May 2014).
- A suite of activities were carried out under the auspices of developing and ensuring approval of regulations to govern the use of protected areas and the natural resources within them.
- Getting various key parties to commit to collaborate and cooperate “to improve the management of the system of federal, regional and local protected areas, and conserve the biodiversity in the Republic of Komi, both within and outside protected areas.”
- Developing monitoring systems for the boreal forests within the Komi Republic with the objective that the systems will be instituted within the PA Centre.
- The establishment of the PA Centre – the organisation with the mandate to manage the republican protected areas within the Komi Republic (and the project provided significant support in the preparation of the statutory documents and job descriptions, and in selection of staff for the Centre), the PA Centre was equipped and furnished by the project. The members of staff were given training, including three international study/exposure tours.
- Submitting proposals for amendments and additions to the Komi Republic’s legislature with particular reference to protected areas.
- The project developed management plans for three republican protected areas (Beloborsky and Unjinsky reserves, and the natural monument “Paras’kiny Ozyora”) and the strategic plan for the Yugyd va National Park.
- A number of agreements between private or semi-private sector organizations were signed under the auspices of public-private partnerships. Coupled with the “partnerships”, the project worked to increase corporate social responsibility among the private sector organisations within the Komi Republic, including developing a five-year action plan to increase social and environmental responsibility among these organisations.
- The project established “the Union of Protected Areas of the Republic of Komi” or the “Non-Commercial Partnership” – a partnership among (Pechora-Ilych zapovednik, the Yugyd va National Park, the MNR of the Komi Republic and the Institute of Biology). In the future, the NCP needs to be transparent and accountable including technical and financial reporting to the founders.
- The project worked to increase environmental awareness – including awareness of protected areas – among a number of different target groups and using many different techniques and materials.

- The project worked with the two federal protected areas – Pechora-Ilych *zapovednik* and Yugyd va National Park – to produce business plans. This was the first time business planning was carried out in the Russian Federation and the project produced a methodological handbook on business planning in protected areas.

In terms of efficiency, the project carried out this array of activities with relatively low budget. Competitive procurement processes were specifically designed to ensure good value for money for all procurement processes and contracts awarded over the course of the project (283 competitive tenders, 110 requests for quotation, 53 contracts with individuals and 166 contracts with legal entities or organisations)

While the project was largely a success, there were a few shortcomings, including:

- The project – and the Komi Republic – has been under-ambitious about the target for the coverage of the protected area system (at 15.4% for official federal and regional protected areas): the human densities in the Komi Republic are very low and, therefore, surely higher targets should be achieved in such an area?
- It is arguable that the proposals for restructuring the protected area system of the Komi Republic could have also included other aspects for which protected areas are important, including (but not limited to) ecosystem services such as water storage, watersheds, carbon sequestration, carbon storage and corridors.
- The project team underestimated the logframe’s importance” as a tool both for driving the implementation of the project and for the evaluation of the project’s progress.

Review Rating Table

Item	Rating	Comment
Overall project results	HS	The project achieved its overall objective of establishing the protected area system of the Komi Republic. There were only minor shortcomings but the project has built the foundations to ensure these minor shortcomings are overcome.
IA & EA Execution		
Overall quality of implementation and execution	HS	The project was implemented in an exemplary manner. Stakeholder participation was excellent and inclusive; transparency was high – almost to a fault!
Implementation Agency Execution	HS	The support provided by UNDP was also outstanding.
Executing Agency Execution	HS	With the political capital and personal connections that the team and execution agency brought to the project, and with professional dedication with which the project was implemented within the Komi Republic, the Executing Agency Execution was also outstanding.
M&E		
M&E design at project start-up	S	The M&E design was standard for such UNDP-GEF projects and was carried out with no major shortcomings. The only minor caveats were i) that some of the recommendations of the MTE (e.g., adjusting the logframe) were not carried out in full and ii) the logframe was not realistic and used as a guide rather than targets to be attained.
Overall quality of M&E		
M&E plan implementation		
Outcomes		
Overall quality of project outcomes	S	This has been (only) rated as satisfactory because the project has largely focused on inputs and outputs (some of which were at least two degrees of separation from the intended outcomes and impacts) in the hope that this will lead to outcomes and impacts.
Relevance	S	

Item	Rating	Comment
Effectiveness	HS	Thus, while many of these inputs and outputs are valuable, whether they were all truly relevant to the development of the protected area system was sometimes questionable. Nonetheless, the project has built the foundations for the full development of the protected area system of the Komi Republic. The project was highly effective and efficient at those tasks that it carried out and completed a vast array of activities. A number of steps were taken to ensure cost efficiency and the project also leveraged significant funding from government, private-sector and non-governmental organisations.
Efficiency	HS	
Sustainability		
Overall likelihood of risks to sustainability	L	The sustainability of the processes and impacts (insofar as the project has had impacts) are likely. A few factors remain that may undermine the sustainability (some of which were beyond the control of the project), including the unpredictable political situation and, in the long-term, the desire to explore for and produce oil and gas. The project together with the governmental stakeholders built two institutions (the PA Centre and the NCP) and has done whatever it can to ensure their sustainability. The project also contributed to developing tourism infrastructure within various regional protected areas and the Yugyd va National Park. Without tourists, this infrastructure will not be maintained; without marketing, tourism will not flourish. Overall, however, the project has made significant contributions to the foundations of the protected area system of the Komi Republic and as such the environmental sustainability and impacts, accrued over time, should be substantial.
Financial sustainability	L	
Socio-economic sustainability	L	
Institutional sustainability	L	
Environmental sustainability	L	
Catalytic Role		
Production of a public good, Demonstration, Replication and Scaling up	S	Most importantly, as far as replication is concerned, was that the project was the first to develop business plans for protected areas and that there is a great deal of interest to replicate these elsewhere. Furthermore, if the project produces guidelines for the development of the NCP and public-private partnerships, these may be replicated elsewhere as well. Finally, there is significant interest from other regions within the Russian Federation to replicate the experiences of the project.

Summary of conclusions, recommendations and lessons

In conclusion, then, from the point of view of implementation, the project has been near perfect. The project has carried out a vast amount of work, its delivery of expenditure against budgets has been outstanding, the team has worked effectively and with great dedication and there have been excellent examples of adaptive management. And while the impacts have yet to be significant, the *key result of the project is to have effectively put into place the foundations for a functional and effectively managed protected area system for the Republic of Komi.*

The recommendations can be summarised as follows:

- Projects need to retain vision on achieving outcomes and impact. Therefore, while inputs and a focus on the production of outputs can be useful and are sometimes essential, projects must examine every activity that they carry out and consider carefully how they will contribute to achieving the project's intended impacts.
- Get the logframe right! The logframe is central to driving the project forward and it is how the project's success is measured.

- Under-ambition protected area coverage – the protected area coverage targeted by the project – and ultimately in the strategic plan for the *official federal and republic level* protected area system of the Komi.
- Next steps in tourism development need to be taken soon – including developing and implementing a marketing strategy.
- Improving value for money with construction contracts by advancing, say, 65% of the value of the contract on signature - thereby negating the need for contractors to take out a loan and transferring that cost to the project.
- Transfer the information on the project’s website to that of the PA Centre.
- Ensure the implementation of the protected area system strategic plan and its implementation should be transparently displayed on the PA Centre’s website.
- Institutionalisation of the METT (or another tool for monitoring the effectiveness of protected area management).
- Ensure the continuation of the transparency and accountability of NCP.

The lessons learned can be summarised as follows:

- The team composition is critical to the success of the project: a significant part of the success of the project was down to the following two factors: i) the National Project Director (NPD) was one of the original conceivers of the project and remained involved until the very end of the project, and ii) the Project Manager (PM) is a good example of what a good project manager should be: extremely dedicated, able to think adaptively, well connected and respected, and knowledgeable.
- People – and personal connections – are important and specifically the personal connections and political capital that people bring to projects. All this makes the selection of NPD and PM all the more important, and this selection can make the difference between a successful and an unsuccessful project.
- Sharing experiences and leaning from other projects remains important. At the start of the project, it was useful for the NPD and the PM for the project to visit one project (the UNDP-GEF Altai-Sayan project) to glean whatever lessons from the project staff as they could. Now, six years later, the NPD and PM have equally learned important lessons that should be passed on to future project managers.
- A justified extension. At the stage of the MTE, an extension was proposed to allow sufficient time to allow for the establishment of the PA Centre. This was approved and the PA Centre has now been established and is not fully operational. In short, then, the extension was justified.

Acronyms, Abbreviations and Glossary

APR	Annual Project Report
BD	Biodiversity
BMU	The Government of Germany’s Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
CC	Climate Change
CIS	Commonwealth of Independent States
ClimaEast	This is an EU funded project package assisting Russia (and other countries) in approaches to climate change mitigation and adaptation
CSR	Corporate Social Responsibility
EOP	End of Project (usually referring to targets for indicators)
EU	European Union
FY	Financial Year
GEF	Global Environment Facility
GEF CEO	Chief Executive Office of the GEF
ha	Hectares
ICI	The Government of Germany’s International Climate Initiative
KR	Komi Republic
M&E	Monitoring and evaluation
METT	Monitoring Effectiveness Tracking Tool
MNR	Ministry of Natural Resources & Environment
MTE	Mid-term Evaluation
NCP	Non-Commercial Partnership or the Union of Protected Areas of the Republic of Komi
NEX	Nationally Executed (when referring to project implementation)
NGO	Non-governmental Organisation
NPD	National Project Director
NTFP	Non-timber Forest Products
PA	Protected Area
PA Centre	Komi Republic Protected Area Functioning and Nature Management Support Center
PDF-A & B	Project Development Facility – Phases A and B
PIR	Project Implementation Review
PM	Project Manager
PMU	Project Management Unit
PPP	Public-Private Partnerships

PSC	Project Steering Committee
TE	Terminal Evaluation
TOR	Terms of Reference
UNDP-CO	United Nations Development Programme – Country Office
UNDP-GEF RTC	United Nations Development Programme - Global Environment Facility, Regional Technical Centre in Istanbul (formerly based in Bratislava)
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WWF	World Wide Fund for Nature
Zakaznik	Nature Reserve
Zapovednik	Strict Nature Reserve, equivalent to an IUCN Category I protected area

1 Introduction

1.1 Purpose of the review

1. The Terminal Evaluation (TE) of the UNDP-GEF project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora Headwaters Region” was carried out according to the UNDP-GEF Monitoring and Evaluation Policy. Thus, it was carried out with the aim of providing a systematic and comprehensive review and evaluation of the performance of the project by assessing its design, processes of implementation, achievement relative to its objectives. Under this overarching aim, its objectives were i) to promote accountability and transparency for the achievement of GEF objectives through the assessment of results, effectiveness, efficiency, relevance, sustainability and impact of the partners involved in the project, and ii) to promote learning, feedback and knowledge sharing on the results and lessons learned from the project and its partners as a basis for decision-making on policies, strategies, programme management and projects, and to improve knowledge and performance.

2. As such, the TE was initiated by the UNDP-CO to determine the project’s success in relation to its stated objectives, to understand the lessons learned through the implementation of the project and to make recommendations for the remaining part of the project.

3. The TE was conducted by one international consultant. The TE consultant was independent of the policy-making process, and the delivery and management of the assistance to the project. The consultant was not involved in the implementation and/or supervision of the project.

4. The TE was carried out over a period from 20 August – 26 September 2014 with a mission to Russia from 30 August – 12 September 2014. Carrying out the TE at this point in the project’s implementation timeline was in line with UNDP/GEF policy for Evaluations.

1.2 Scope & Methodology

5. The approach for the TE was determined by the Terms of Reference (TOR, see Annex I). The TOR were followed closely and, therefore, the evaluation focused on assessing i) the concept and design of the project, ii) its implementation in terms of quality and timeliness of inputs, financial planning, and monitoring and evaluation, iii) the efficiency, effectiveness and relevance of the activities that are being carried out, iv) whether the desired (and other undesirable but unintended) outcomes and objectives were achieved, v) the likelihood of sustainability of the results of the project, and vi) the involvement of stakeholders in the project’s processes and activities.

6. The TE included a thorough review of the project documents and other outputs, documents, monitoring reports, the Mid-Term Evaluation (MTE), Project Implementation Reviews (PIR), relevant correspondence and other project related material produced by the project staff or their partners. The evaluation assessed whether a number of recommendations that had been made following the MTE, and monitoring and support visits from people from the Biodiversity staff of UNDP’s Regional Technical Centre have been implemented and to ascertain the explanations if they have not been.

7. The TE also included a mission to the Russia Federation and the Komi Republic in particular between 30 August – 12 September 2014. The evaluation process during the mission followed a participatory approach and included a series of structured and unstructured interviews, both individually and in small groups. Site visits were also scheduled i) to validate the reports and indicators, ii) to examine, in particular, any infrastructure development and equipment procured, iii) to consult with protected area staff, local authorities or government representatives and local communities, and iv) to assess data that may be held only locally. The evaluator worked with the Project Staff and particularly with the National Project Director (NPD) and Project Manager (PM) throughout the evaluation. Particular attention was paid to listening to the stakeholders' views and the confidentiality of all interviews was stressed. Whenever possible, the information was crosschecked among the various sources.

8. The evaluation was carried out according to the UNDP/GEF Monitoring and Evaluation Policy. Therefore, activities and results were evaluated for their: i) **Relevance** – thus, the extent to which the results and activities were consistent with republic and national development priorities, national and international conservation priorities, and GEF's focal area and operational programme strategies, ii) **Effectiveness** – thus, how the project's results were related to the original or modified intended outcomes or objectives, and iii) **Efficiency** – thus, whether the activities were carried out in a cost effect way and whether the results were achieved by the least cost option. The results, outcomes, and actual and potential impacts of the project were examined to determine whether they were positive or negative, foreseen or unintended. Finally, the sustainability of the interventions and results were examined to determine the likelihood of whether benefits would continue to be accrued after the completion of the project. The sustainability was examined from various perspectives: financial, social, environmental and institutional.

9. In addition, the evaluator took pains to examine the achievements of the project within the realistic political and socio-economic framework of the Russian Federation.

10. The logical framework (with approved amendments in the Inception and following the MTE) with Outcomes, Outputs and indicators towards which the project team worked formed a significant basis of the TE.

11. According to the GEF policy for TEs, the relevant areas of the project were evaluated according to performance criteria (Table 1).

Table 1. The ratings that were assigned to the various aspects of the project, in accordance with UNDP/GEF policies.

Rating	Explanation
Highly satisfactory (HS)	The aspect had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Satisfactory (S)	The aspect had minor shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Moderately Satisfactory (MS)	The aspect had moderate shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency

Moderately Unsatisfactory (MU)	The aspect had significant shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Unsatisfactory (U)	The aspect had major shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency
Highly Unsatisfactory (HU)	The aspect had severe shortcomings in the achievement of its objectives in terms of relevance, effectiveness and efficiency

12. No aspects of the project were deemed Not Applicable (N/A) or Unable to Assess (U/A).

13. In a similar way, the sustainability of the project’s interventions and achievements were examined using the relevant UNDP/GEF ratings (Table 2).

Table 2. The ratings that were assigned to the different dimensions of sustainability of the interventions and achievements of the project.

Rating	Explanation
Likely (L)	Negligible risks to sustainability, with key outcomes expected to continue into the foreseeable future
Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained
Moderately Unlikely (MU)	Substantial risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
Unlikely (U)	Severe risk that project outcomes as well as key outputs will not be sustained
Highly Unlikely (HU)	Expectation that few if any outputs or activities will continue after project closure

14. As any reader of this report will soon discover, the project carried out a vast array of activities. As such, this report does not pretend to be an exhaustive review of every last activity but I believe that the salient points are explored herein.

15. The TE was carried out with a number of audiences in mind, including: i) Ministry of Natural Resources and Environment (MNRE) at the federal level, ii) the Government of the Komi Republic and most specifically the republican level Ministry of Natural Resources and the Institute of Biology, iii) the UNDP-CO and UNDP-GEF RTC in Bratislava, and iv) the GEF. Because the UNDP-CO may be closing in the coming years, the report takes the view that the federal and administrative regions are the primary audience for the report. As a consequence, I recommend that not only is the Executive Summary translated into Russian but so too is the section on Conclusions, Recommendations and Lessons Learned.

1.3 Structure of the review report

16. The report follows the structure of Project Evaluations recommended in the UNDP Evaluation Guidance for GEF-Financed Projects as given in Annex F of the TOR. As such, it first deals with a description of the project and the development context in the Russian Federation and in the Komi Republic in particular (Section 2), it then deals with the Findings (Section 3) of the evaluation within three sections (Project Design, Project Progress, Adaptive Management, Monitoring systems and Management arrangements, respectively). The report then draws together the Conclusions, Recommendations and Lessons from the project (Section 4).

17. As described below, the project took on two additional components over and above those funded by the GEF. These additional components were funded by the German Government's International Climate Initiative (ICI) and the EU's Clima East support programme. For coherence, the evaluation and analyses of these additional components will be included in the Annexes (Annexes IX and X, respectively).

2 Project description and development context

2.1 Project start and duration

18. As with many GEF projects that started in the early 2000s, the project had a long history from the development of the concept (in 2001) to the actual start of the project (the project document was signed on 22 July 2008). The project was originally conceived in a meeting of the then UNDP Resident Representative, the Head of the Komi Republic and Mr Alexander Popov (who has been and still is the NPD for the project).

19. In contrast to some other projects with similarly extended preparatory phases, the extended preparatory phase did not undermine the project – primarily because a number of key people involved in the conception of the project remained engaged until its very end. However, the project concept did change over the course of such a long project preparatory period – primarily because GEF strategic priorities shifted during this time. Thus, the project was originally conceived as a forest management project, through a phase when it might have focused on specific protected areas and, later, as GEF priorities shifted towards protected area systems (under GEF-4), the project concept broadened to a systemic approach for the protected area system of the Komi Republic. *Retaining a focus on the system at a regional – rather than national – level was one of the factors that has contributed to the success of this project.*

20. Once the concept and direction of the project had been agreed, a PDF-A phase was funded (in 2004-2005), followed by a PDF-B phase (from 2006-2007) with project approval by the GEF Secretariat on 16 November 2007, CEO Endorsement on 08 April 2008 and UNDP signature on the project document on 22 July 2008.

21. The project was envisaged as a five-year project – thus, the originally proposed end date was 30 June 2013.

22. The first disbursement took place on 03 October 2008 and following an inception period, with an Inception Workshop (held from 12-14 November 2008), the Inception Report was produced in January 2009.

23. The Mid-term Review (MTE) was held in August/September 2011 – thus, just over three years from the start of the project. A six to twelve month extension was

proposed during the MTE and this was approved in the Project Steering Committee (PSC) meeting of 31 January 2013. As a consequence, the expected end of the project will be 31 December 2014.

2.2 Problems that the project sought to address

24. The project sought to counteract a number of *threats* to the taiga forest ecosystem of the Komi Republic. The Project Document lists the threats as being: i) unregulated timber harvesting (which, in turn, was divided into illegal logging, poor regulation of legal logging activities and unsustainable logging practices), ii) unregulated harvesting of non-timber forest products (again, divided into subsistence hunting/gathering by local communities, illegal heli-poaching by high-ranking officials and/or business people, and illegal harvesting by natural resource inspectors or monitoring staff), iii) unregulated tourism, iv) oil and gas exploration and production, v) the mining industry, vi) infrastructure associated with oil, gas and mining industries and vii) forest fires.

25. These threats are underpinned by the following *root causes*: i) the PA system is not protecting many high biodiversity areas within the republic, ii) capacity constraints – specifically low staffing numbers – means that there is a low risk of being caught or being prosecuted, iii) funding for existing protected areas is very low, iv) dependence on natural resources linked with improved infrastructure leads to over-harvesting, and v) some of the regulations and many of the attitudes towards nature are “out-dated”, stemming from a desire to “tame” nature.

26. The barriers to the “normative” solution – which was defined as being: “a reconfigured PA System of Komi Republic is both ecologically representative and effectively managed through a better coordination between federal and regional agencies and new partnerships with the business sectors” – included: i) deficiencies in representation of ecosystems, the integrity of ecosystems that are represented within the system and the connectivity among protected areas, ii) a legal and policy framework that was not conducive to improved protected area management effectiveness, iii) low capacity – particularly in the republican protected areas, iv) funding for protected areas is low, and v) a low awareness of the value of protected areas and a lack of integration of protected areas within the Komi Republic growing economy.

2.3 Immediate and development objectives of the project

27. In response to the threats to biodiversity and the existing protected area network, the root causes of those threats and the barriers to an effective system of protected areas within the Komi Republic, the project’s goal was defined as being:

“A comprehensive, ecologically representative and effectively managed national system of protected areas in the Russian Federation ensures conservation of globally significant and threatened ecosystems”

28. The project’s more immediate objective was defined as being:

“A representative and effectively managed network of protected areas ensures conservation of pristine boreal forest and taiga ecosystems in the Komi Republic”

29. In order to achieve this objective, three outcomes should, in turn, be achieved. These were defined as being:

- a. Outcome 1: *The protected area system of Komi republic is redesigned so as to better capture globally significant biodiversity* – thereby responding primarily to the barrier that the network of protected areas within the Komi Republic was not representative or connected.
- b. Outcome 2: *Increased institutional capacity for management of protected areas within the protected area system of Komi republic* – thereby responding primarily to the barrier of low capacity.
- c. Outcome 3: *Application of business planning principles result in diversified revenue streams for the protected area system of Komi Republic* – thereby responding to the barrier of low funding for protected areas and low incentives for protected area managers.

30. Given the above goal, objective and outcomes, the project was designed to overcome three of the five identified barriers. The remaining two were: i) the legal and policy framework and ii) awareness of the importance of the protected area system. Over the course of the TE, interviewees expressed the opinion that the project was correct not to try to change policy or legislation: this would simply have taken too long and the project would have failed to deliver on this aspect had it tried.

31. While increasing awareness was not a specific objective of the project, the project worked hard to do just that (see section on Project Results).

2.4 Baseline Indicators established

32. The achievement of the objective and outcomes was to be measured by a total of 18 indicators, three at the objective level and two, five and three at the outcome level, respectively. A further five indicators were identified to measure the achievement of Outcome 5 (see Table 3).

Table 3. The indicators for the project with established baselines and EOP targets; this is the final logframe after adjustments made following the MTE.

Project Goal	A comprehensive, ecologically representative and effectively managed national system of protected areas in the Russian Federation ensures conservation of globally significant and threatened ecosystems
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Indicator	Baseline	Mid-term target	End of project Target	Sources of verification	Risks and Assumptions	TE Comments
<i>Project Objective: A representative and effectively managed network of protected areas ensures conservation of pristine boreal forest and taiga ecosystems in the Komi Republic</i>						
Total area of PA sites replaced by new/ alternative sites with the higher BD value (hectares)	No replacement; KR PA system covers 14% of the area of the KR	Proposals for at least 10,000ha of replacement PAs with higher global BD values; KR PA system covers 14% of the area of the KR	At least 10,000 ha of replacement PAs with higher global BD values; KR PA system covers 14% of the area of the KR	Maps, project reports and ground surveys	<p>The specified Outcomes represent all the necessary changed conditions required to meet the Objective</p> <p>There is significant cutting of co-financing because of the systemic crisis</p> <p>Significant negative consequences of Forest Code acceptance</p> <p>External changes, beyond the control of the project, do not negate the project results</p>	This indicator deals directly with the issue of representativeness – with particular reference to the global biodiversity values – and overall coverage of the protected area system of the Komi Republic.
Ecosystem coverage and representativeness	Area covered by different habitat types	Coverage of habitat types identified in	Inventory of biodiversity in the	Maps, official documents, project	Political commitment of the regional	As with the above indicator, this deals

Indicator	Baseline	Mid-term target	End of project Target	Sources of verification	Risks and Assumptions	TE Comments
in the regional PA system	in PAs of the Komi Republic is not defined	<p>main geographical zones as a result of PAs inventory. Proposals for improved coverage for:</p> <ul style="list-style-type: none"> - Old-growth forests - Mire ecosystems - Upper reaches of rivers - Lower reaches of rivers - Tundra ecosystems - Key habitats with concentration of rare species 	<p>regional PA system completed. Habitat types and vegetation types are identified for the whole system.</p> <p>Coverage of underrepresented habitats and vegetation types increased by at least 10 % from existing PA's areas.</p>	reports and ground surveys.	<p>government is maintained.</p> <p>State financing for PA system inventory and gap analysis materializes in time.</p>	with representativeness – with specific reference to the different ecosystems and habitats within the republic – within the protected area system of the Komi Republic.
	Area covered by various vegetation types in PAs of the Komi Republic is not defined	<p>Coverage of vegetation types identified in main geographical zones as a result of PAs inventory. Proposals for improved coverage for:</p> <ul style="list-style-type: none"> - Dark-coniferous taiga - Mountain boreal coniferous forests 	A strategy for further development of regional PA system of the Komi Republic developed			

Indicator	Baseline	Mid-term target	End of project Target	Sources of verification	Risks and Assumptions	TE Comments
		<ul style="list-style-type: none"> - Birch and birch-spruce open forests - Stony lichen tundra, with sparse mosses and lichens - Typical tundra, with a well-developed low-shrub moss layer 				
Management Effectiveness Tracking Tool (METT) scores	<p>Pechoro-Ilychsky Nature Reserve: 52</p> <p>National Park “Yugyd va”: 30</p> <p>Ichthyological reserve “Ilychsky”: 18.5</p> <p>Complex reserve “Usinsky complexny”: 24.2</p> <p>Marsh reserve “Ocean”: 11.5</p> <p>Complex reserve “Udorsky”: 18.5</p>	<p>Pechoro-Ilychsky Nature Reserve: 59</p> <p>National Park “Yugyd va”: 38</p> <p>Ichthyological reserve “Ilychsky”: 30</p> <p>Complex reserve “Usinsky complexny”: 32</p> <p>Marsh reserve “Ocean”: 18</p> <p>Complex reserve “Udorsky”: 23</p>	<p>Pechoro-Ilychsky Nature Reserve: 69</p> <p>National Park “Yugyd va”: 51</p> <p>Ichthyological reserve “Ilychsky”: 46.2</p> <p>Complex reserve “Usinsky complexny”: 45</p> <p>Marsh reserve “Ocean”: 33.5</p> <p>Complex reserve “Udorsky”: 41.5</p>	Mid-term and final METT analyses for PAs	<p>There is relative stability in the local economy;</p> <p>Political stability, law and order are maintained;</p> <p>No significant increase in the external pressures on protected areas;</p>	This indicator addresses the management effectiveness of selected protected areas within the Komi Republic – and in doing so it also addresses some of the capacity and funding issues.
Outcome 1: <i>The PA system of Komi republic is redesigned so as to better capture globally significant BD.</i>						
Increase in coverage of undisturbed/pristine forest ecosystems in the regional PA system	0 ha	<p>Proposals for restructuring completed, paperwork prepared.</p> <p>Preliminary list of regional PAs to be re-</p>	End-of-project target value (e.g. how many ha of pristine forests unprotected at baseline are to be covered with the	Official documents, project reports, ground verification if necessary	<p>Institutional capacity and resources deployed to manage protected areas;</p> <p>Responsible agencies</p>	This indicator was significantly altered following the MTE; it also deals with the representativeness of the protected area

Indicator	Baseline	Mid-term target	End of project Target	Sources of verification	Risks and Assumptions	TE Comments
		designed developed as a result of inventory and gap analysis.	regional PA system) is to be determined upon completion of the biodiversity inventory in the regional Pas		remain willing to integrate conservation in the local development agenda; Continuous political support for decentralization.	system of the Komi Republic although it specifically addresses the issue of pristine forest.
Senior staff of the Department of Rosprirodnadzor, MNR/KR and individual protected areas consider that there is a functioning KR PA system	0%	20%	70%	Structured interviews		This indicator is the subjective (but educated) opinion of senior staff of various organisations about the existence and functionality of the protected area system of the Komi Republic. While subjective and without comparison, it may be an adequate Outcome level indicator of the functionality of the system.
Annual contribution to the KR PA system through public-private partnerships	Estimated \$80,000 (check)	\$140,000	\$250,000	Annual reports of implementing agencies, audit reports	No major changes in macro-economic situation Government commitment to supplement budgets where necessary	It is interesting that this indicator is placed here (as opposed to in either Outcome 2 or 3 in which it could, arguably, sit more comfortably). In addition, the proposed

Indicator	Baseline	Mid-term target	End of project Target	Sources of verification	Risks and Assumptions	TE Comments
					remains strong.	“partnerships” are more akin to private sector funding for the protected area system than actual “partnerships” as defined elsewhere ¹ .
<i>Outcome 2: Increased institutional capacity for management of protected areas within the KR PA system</i>						
Annual contribution supporting PA infrastructure development through the Ecological Fund	\$0	Fund established	\$60,000	Project and Fund audit reports		Despite the changes to this indicator, it was not amended following the MTR (or at any other stage of the project); see main body of text for further discussion.
Financial scorecard value	\$650,000	\$1,000,000	\$1,680,000	Financial scorecard		No issues.
Capacity Assessment Scorecard values	Systemic: 8 Institutional: 12 Individual: 6	Systemic: 10 Institutional: 12 Individual: 8	Systemic: 20 Institutional: 30 Individual: 12	Capacity scorecard conducted before project implementation, and during the MTE and TE		No issues.
Surveys of residents of communities close to the protected areas	Q1: 70.9% Q2: 28.2%	No mid-term targets (too frequent surveys may lead to survey)	Q1: >82% Q2: >60%	Surveys/interviews		As with the comments on this indicator by the MTR, the targets

¹ For further discussion on this issue, see section on Project Results.

Indicator	Baseline	Mid-term target	End of project Target	Sources of verification	Risks and Assumptions	TE Comments
<p>shows increased support for the protected areas, in terms of answers to questions such as:</p> <p>Question 1: Does the protected area work for future generation interest?</p> <p>Question 2: Does the protected area work in the interest of the regional local population?</p> <p>Question 3: Does the protected area limit the possibilities of economical development of the region?</p> <p>Question 4: How do you wish to cooperate with the protected area (proportion expressing “no wish)?</p>	<p>Q3: 29.5%</p> <p>Q4: 15.4%</p>	<p>apathy)</p>	<p>Q3: <20%</p> <p>Q4: <8%</p>			<p>are not clearly rationalised.</p>
<p><i>Outcome 3: Application of business planning principles result in diversified revenue streams for the KR PA system</i></p>						
<p>KR PA system business plan has identified revenue sources worth at least</p>	<p>No plan</p>	<p>Plan under development</p>	<p>Plan with identification of revenue sources amounting to</p>	<p>Project, MNR/KR reports</p>	<p>No change in legal basis for control over resource management</p>	<p>No issue except that the targeted revenue sources are not linked, as expressed in the</p>

Indicator	Baseline	Mid-term target	End of project Target	Sources of verification	Risks and Assumptions	TE Comments
\$250,000 annually to the system			\$250,000 annually		in buffer zones Government commitment remains strong	indicator, with the funding deficit either at the systemic or individual protected area level. In addition, the indicator specifies the system (rather than individual protected areas) as the level for business planning.
Revenue from tourism on the territory of Pechora Ilych Zapovednik (including the zone of promotion)	US \$22,000	US\$45,000	US\$158,000	Project and protected area audit reports		This indicator was disaggregated (splitting the two federal protected areas). The only issues here are i) about the realism of the targets (in accordance with the MTE comments as well) and ii) defining more closely what “including the zone of promotion” meant ² . In addition, there was no change to this indicator despite the suggestions made in
Revenue from tourism on the territory of National Park “Yugyd va” (including the zone of promotion)	US \$53,000	US\$146,000	US\$422,000			

² The TE believes that the aim here was to generate revenue to cover the costs of managing the protected areas. *If the aim was also to demonstrate that there was an increase in revenues among local businesses and local populations, this should have been explicitly stated in a separate indicator.*

Indicator	Baseline	Mid-term target	End of project Target	Sources of verification	Risks and Assumptions	TE Comments
						the MTE.
<i>Outcome 5: Improved protected area system in Komi Republic for better conservation of globally important biodiversity and maintenance of carbon pools</i>						
Level of equipment of federal and regional PAs with respect to fire-prevention and CC adaptation	Basic to none	Moderate	High	UNDP monitoring, Reports by federal and regional ministries of environment of Komi		Despite the recommendations of the MTE, the indicators associated with Outcome 4 were not altered. A well-thought out, results-orientated indicator would have used the average size of the fires and/or the emissions of carbon from the fires in a given year, while controlling for the susceptibility of the forests to severe fires and the type of forest burned; alternatively, an average over a longer time frame might be used (and see MTE for further discussions).
Emissions of carbon (tC/y) from forest fires at target areas	134,484	94,139	65,964 (year 6)	Project monitoring system and annual reports of the Institute of Biology of Komi	External changes, beyond the control of the project, do not negate the project results	
Hectares burnt annually at targeted areas	2,328 ha	1,900 ha	<1,400 ha	Project monitoring system and annual statistics of the regional branch of the Ministry of Emergencies	External changes, beyond the control of the project, do not negate the project results	
Number of types of climate change adaptation activities tested at Upper	None	At least 2 pilot CC adaptation activities under implementation	At least 4 pilot CC adaptation activities under completion / implementation	Reports from protected area management units.		

Indicator	Baseline	Mid-term target	End of project Target	Sources of verification	Risks and Assumptions	TE Comments
Pechora forests						the motivation and creativity of the project team.
Area of high nature-value boreal forests and peatlands in Upper Pechora covered by sophisticated carbon monitoring system	0 ha	1.58 million ha (2 federal Pas launch proper carbon monitoring)	1.63 million ha (all project target PAs complete installation of the carbon monitoring systems)	Reports by federal and regional ministries of environment of Komi		As pointed out in the MTE, this is a poorly worded indicator; indeed, the MTE recommended that it should be revised – but this was not done.

2.5 Main stakeholders

33. The stakeholders are well analysed and described in both the project document³ and the MTE⁴. The degree to which the stakeholders continued to be involved in the implementation of the project is analysed below (See Sections 3.1.4, 3.2.2 and 3.3.4).

2.6 Expected Results

34. The project was expected to achieve a number of results, including

- a. Accelerating the rate at which a systemic approach to the project areas was adopted. Therefore, the systemic approach might have been adopted in any case but by implementing the project, the time that the approach was in place would be significantly brought forward.
- b. Adoption of a business planning approach both at the systemic level but also at the level of the individual protected areas.
- c. Better representation of the ecosystems of the Komi Republic within the protected area system, both in terms of all ecosystems and habitats, but also in terms of high biodiversity value areas. In addition, the connectivity among the protected areas should also have been improved. This would result in rationalisation of the protected areas within the Republic – including degazettement of those areas whose values had been undermined (or were never present from the outset) while establishing new protected areas (the sum of the areas of which would be greater than that of the degazetted areas).
- d. A protected area agency would be established to oversee the management of the protected areas within the Komi Republic and to cooperate and collaborate with the federal MNR over the management of the federal protected areas within the Republic.
- e. Improved systemic capacity at both institutional and individual levels
- f. Tourism development plans developed for the key protected areas in the Komi Republic
- g. Improved coordination between the federal and republican protected areas and the agencies responsible for their management
- h. A re-constituted and capitalised Ecological Fund
- i. The primary threats to biodiversity within the Komi Republic would be overcome – including illegal and/or unregulated hunting, fishing, and harvesting of other non-timber forest products.

³ See section I.6 – the “Stakeholder Analysis” – in the ProDoc.

⁴ See section III B (iii) on “Stakeholder Participation in Development” on pg. 8 and Section IV B (v) on “Country-drivenness and Stakeholder Participation in Implementation” on pg. 17 of the MTE.

3 Findings

3.1 Project Formulation

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

35. Despite the changes in GEF strategy over the course of the project's (slightly extended) development process, the project's logframe was largely appropriate. There were a number of adjustments to the logframe both during the inception period (culminating in the Inception Report of January 2009) and recommended following the MTR (as stated in the report of the MTE of November 2011). My comments on the logframe are provided on Table 3 but there are some notable issues:

- a. When trying to explain some of the shortfalls in achieving the indicators in the logframe (see section on Project Results), the Project Manager stated that he "had no experience with logframes" and he "had underestimated [the logframe's] importance" as a tool both for driving the implementation of the project and for the evaluation of the project's progress.

He added that had he understood the importance of the logframe, he would have ensured that "the indicators were more realistic and appropriate" for the direction in which the project ended up going.

This situation is unfortunate as the project achieved a great deal in the past six years – and had the project team had retained a sharper focus on the logframe, I have little doubt that it would have all been satisfactorily achieved. It is imperative, therefore, that the UNDP – both at the CO and the Regional Centre levels – emphasise the importance of the logframe not only as an external monitoring tool but also the key management tool for Project Managers and project teams while training them in project design, initiation and implementation.

- b. While a number of the amendments recommended in the MTE were made to the logframe, not all of the amendments were made. In addition, given the Project Manager's above statement, further amendments were warranted.

36. One of the changes that was recommended during the MTE was amendment of the indicator under Output 2.5: the re-constitution of the Ecological Fund. While the project displayed admirable adaptive management in modifying this activity (see section 3.2.1 – Adaptive Management), there are two issues here: i) the fact that this was included at all as an Output and indicator despite the legal barriers suggests that insufficient attention was given, at the PDF-B stage, to the feasibility of aspects of the project, and ii) the indicator was not changed, either at the Inception or at the MTE stage. The indicator really should have been altered to something meaningful that related to the Non-Commercial Partnership (NCP) that was established in the place of the Ecological Fund.

3.1.2 Assumptions and risk analysis

37. The risk table⁵ in the Project Document identified a number of different risks, with only one risk identified as being "S – substantial". This was the risk that "diversification of revenue streams fails to yield adequate levels of sustainable

⁵ See Project Document, pg. 32.

funding to supplement uncertain government budgetary contributions.” There have been significant increases in the revenue in both Pechora-Ilych *zapovednik* and Yugyd va National Park, these still have yet to reach “sustainable levels” (see logframe in section on Project Results for figures). However, as discussed in the section on Project Results, the project has provided a sound foundation on which to grow revenues and, therefore, arguably this is a satisfactory position to be in (albeit one that raises a further assumption on marketing and sustainability – this will be discussed in section 3.3.6 on Sustainability).

38. In general and when related to the results of the project (see section on Project Results), the risks were well identified and the mitigation measures appropriate. However, given the time that it took to establish the Komi Republic’s “Protected Area Centre” (called, hereafter, simply the “PA Centre” as this is how everyone met over the course of the TE mission refers to it; the time taken to establish the PA Centre resulted in the extension of the project by one year), the risk was underestimated: indeed, this was not even considered a risk at the stage of project appraisal. This time-related risk can also be extended to the establishment of new protected areas – with the project only successfully establishing on (relatively small) protected area over its six-year timeframe.

3.1.3 Lessons from other relevant projects

39. This project was built on the foundations of a number of projects that had been previously implemented in the Komi Republic. These projects included i) an investment from the EC in a project titled “Sustainable development of the Pechora Region in a changing environment and society (SPICE, 2000-2003)”; ii) a second project that was designed to strengthen integrated river basin management for the Pechora river (the so-called “PRISM” project implemented as a collaboration between the Government of the Netherlands and the Institute of Biology, 2003-2007), iii) a research project on carbon (the CARBO-North project, 2006-2010, funded by the EU).

40. The project linked to a number of ongoing and completed GEF projects within the country. Thematically, the project was linked to two sets of project – i) those related to gap analyses and ecosystem representation (including the Altai-Sayan, Kamchatka, Taimyr and Volga River projects), and ii) those related to protected area systems and their sustainability (specifically the marine and coastal protected areas and the protected areas of the Daurien steppe).

41. Further, lessons learned were derived from the portfolio of biodiversity – and specifically protected areas related projects – and not limited to those projects implemented by UNDP (thus, including projects implemented by the World Bank and UNEP).

42. In practical terms, three active steps were taken to ensure linkages with other projects, and the lessons that could be derived from them and the practices that could be replicated. First, the PM and NPD visited the project team and sites of one projects (specifically, the UNDP-GEF Altay-Sayan project in May 2008 using funds remaining from the PDF-B process). Second, the PM and, on occasion, other members of the project team attended annual meetings in Moscow to which all the Project Managers across UNDP’s country portfolio. These meetings were specifically held to facilitate the sharing of knowledge and information among projects. Further, the PM (and also, on occasion, other members of the project team) travelled to the

UNDP-GEF RTC in Bratislava for further biennial regional meetings that, again, were held to facilitate knowledge and information sharing.

43. In summary, therefore, adequate steps were taken to ensure learning from other projects. Despite this, there were various aspects of efficiency that the PM and his team had to learn further lessons (see section on Lessons Learned) that, in turn, will be useful for future and ongoing projects.

3.1.4 Planned Stakeholder Participation

44. There was a comprehensive and satisfactory Stakeholder Participation Plan. As will be discussed later in the report, this was followed – and more. Indeed, stakeholder participation can be deemed to have been outstanding.

3.1.5 Replication approach

45. The project had a reasonably well-defined and funded replication plan⁶. The plan was based on three aspects. First, the Komi Republic was deemed to be representative of the majority of the regions within the Russian Federation – particularly with reference to regional protected areas (and specifically the zakazniks). In addition, the presence of large industries such as oil, gas, mineral extraction and forestry are common throughout the Federation. Second, there are a number of regions with similar ecology as the Komi Republic – most specifically those within the taiga-tundra belt within the country. Third, the project envisaged replication by Outcome – thus, the Outcomes themselves could be replicated elsewhere. The results of the replication efforts and the implications of the future closure of the UNDP-CO are discussed later in the report (see Section 3.3.5).

3.1.6 UNDP Competitive Advantage

46. While the World Bank has previously implemented GEF protected areas projects in the Russian Federation, UNDP has a strong competitive advantage. This can be summarised in the following:

- a. The principal competing organisation is the World Bank; the World Bank uses complex procedures whereas UNDP gives grants through (relatively) simple procedures. In addition, the World Bank has limited experience in the Biodiversity focal area. As a consequence, UNDP is the preferred partner.
- b. The UNDP-CO focuses on a number of different core areas for its work within Russia. These broadly fall into three areas: energy efficiency and environment, human development and private sector engagement. Within the energy efficiency and environment sector, UNDP has focused on various areas including biodiversity conservation and protected area management.
- c. The UNDP-CO has implemented a number of GEF projects in the Biodiversity Focal Area – and within that, a number of projects focusing on protected areas. Under UNDP's Results and resource framework for the Russian Federation, Output 3.2 is listed as being “Conserved ecosystems are considered as important resources for sustainable development” (with inclusion of the Komi Republic under the indicators related to this Output).

⁶ See Section II.7 (on pg. 37) of the Project Document.

- d. All GEF Biodiversity projects being currently implemented at present within the Russian Federation are being implemented by UNDP.
- e. Importantly, the UNDP-CO is generally perceived to be an independent partner for the Government of the Russian Federation and is without a political agenda.

3.1.7 Linkages between the project and other interventions in the sector

47. This has been partially addressed above (see Section 3.1.3 – Lessons from other relevant projects and Section 3.1.6 – UNDP Competitive Advantage). However, in addition, the project has a strong country ownership (see Section 3.3.4 – Country Ownership) and therefore it has linkages not only within the Government of the Komi Republic but also to federal organs – including the federal Ministry of Natural Resources and Environment (MNR). This is particularly important from the perspective of sustainability (as discussed in Section 3.3.6 – Sustainability).

3.1.8 Management arrangements

48. The project was implemented under a slightly amended Nationally Executed (NEX, NIM – National Implementation – in the recently adopted terminology) modality such that the MNR of the Russian Federation is the Executing Agency (Implementing Partner). The federal MNR was represented within the Komi Republic by the Komi Division of the Federal Supervisory Natural Resource Management Service (*Rosprirodnadzor*). The head of this service was the project’s National Project Director (NPD). As with the majority of UNDP-GEF projects, project oversight and responsibility fell under the Project Steering Committee (PSC). This was chaired by the NPD. There was good representation in the PSC (see Annex IV), both for those with voting powers as well as those with observer status (and no voting powers). The PSC met once a year in Syktyvkar but communication with all the members of the PSC was maintained and the members were consulted electronically on a regular basis through the year. The PSC examined and approved all annual workplans and budgets.

49. The project was implemented by a Project Management Unit (PMU) that was based in the Institute of Biology; the Institute of Biology falls under the Komi Science Centre which, in turn, is a branch of the Russian Academy of Sciences. The PMU consisted of the Project Manager (PM) and a number of associated members of staff (see Table 4). The team was relatively large compared with many other GEF projects.

50. The PMU was responsible for the day-to-day implementation of the project, including aspects such as drafting Terms of Reference. Three technical “working groups” were established to oversee the implementation of the project’s three Outcomes. The working groups were led by a salaried coordinator while the rest of the working group were not salaried (although they could have been and some were contracted to carry out specific tasks, as necessary). Furthermore and in addition to the working groups, three “expert councils” were constituted to provide further technical input into the project. This could be argued to have been cumbersome and ungainly: indeed, a number of interviewees reinforced this by suggesting that this was “inefficient.” However, this was done in the spirit of increasing input and ensuring participation and ownership of the project. A cost-benefit analysis would be necessary to determine the cost to efficiency by setting up such a complex system versus the additional support for the project that was gleaned through the inclusive nature of this system. However, given that the majority of the aims of the project

were achieved and that the aspects that were not achieved were beyond the control of the people involved in this setup suggests that the benefits outweighed the costs.

51. As is further discussed under the section on Project Finance (see Section 3.2.4), the project was not wholly nationally executed but the UNDP-CO exercised the enhanced control and financial oversight of this largest (in terms of overall budget and annual delivery rate) project in the country portfolio; that is to say, they managed the finances, were accountable for reporting to the donors, hosted annual audits, cleared contracts with all major contractors (companies, consultants) and managed the contracts of the project team. It should be noted that this operated within the annual workplans and budgets that were approved by the PSC, and within the Terms of Reference developed by the PMU and approved by UNDP-CO.

52. In addition to the GEF-funded component of the project, the PMU – and the UNDP-CO – managed two other substantial grants: the first from the Government of Germany’s International Climate Initiative (ICI) and the second as part of the EU’s Clima East support programme. This was done with no additional support staff either for the UNDP-CO or for the PMU. This meant that the project managed a total of USD 11,921,868.58 rather than simply the USD 4.5 million of the GEF grant. This does rather beg the question of whether the PMU was originally *overstaffed* given that they have managed the additional workload associated with these extra grants so effectively. Of course, there are substantial efficiency aspects of managing these additional grants through the UNDP-CO and PMU; at the very least, the management costs are significantly reduced. What is also notable is that these arrangements imply a strong and trusting relationship between the EU and the German Government, and the UNDP-CO.

53. There can be little doubt that the successes of the project can be largely attributed to the quality and dedication of the team. This is particularly true of the Project Manager who not only carried out his own roles and responsibilities but he provided significant support and backed-up all his team members. The only caveats to this statement were the Institutional Component Managers: the Project Manager did not manage to hire the preferred candidate. In addition, while there were some questions about the Economical Component Manager but it is quite possible that his communications skills were not very good! The Project Manager was very comfortable with his performance. Despite these caveats and as described in the Section on Project Results (see Section 3.3), the project has attained the majority of its targets.

54. While the success of the project can be attributed to the efforts of the team, with the additional workload of implementing not just the GEF project but also two other significant grants, the team (and particularly the Project Manager) was extremely busy. They coped with the workload and managed to complete the majority of the tasks but the team could well have ended up being detrimentally overstretched.

Table 4. The composition of the PMU team, their positions and their duration of employment to date

Name	Position	Employment dates
Vasily Ponomarev	Project Manager	01 Nov 2008 - 31 Dec 2014
Tatyana Goncharova	Institutional Component Manager	4 01 Feb 2009 - 31 Oct

		2009
Andrei Tentyukov	Institutional Component Manager	22 Mar 2010 - 21 Dec 2012
Olga Makoeva	Expert on diversifying the revenue streams for regional protected areas & Administrator of the Institutional Component	01 Oct 2011 - 30 Sept 2014
Andrei Melnichuk	Economical Component Manager	01 Feb 2009 - 30 Sept 2014
Natalia Sheveleva	Community Awareness and Media Relations Specialist	04 Dec 2009 - 31 Dec 2010
Margarita Moiseeva	Community Awareness and Media Relations Specialist	01 Jan 2011 - 30 Sept 2014
Svetlana Zagirova	Manager of the BMU/ICI "Carbon" Component	05 Feb 2010 - 04 Jan 2014
Svetlana Zagirova	Expert on Monitoring and Studying Climate-Permafrost Relationship for the EU-funded Clima East project	05 Jan 2014 - 04 Jan 2015
Anastasia Tentyukova	Project Assistant	01 Nov 2008 - 31 Dec 2016
Valentina Sheveleva	Project Accountant	01 Dec 2008 - 31 Dec 2014
Galina Zaytseva	UNDP-based Financial Specialist (managing Atlas entries for the project 25% on project time)	01 Sept 2010 - 31 Dec 2014
Pyotr Khlestunov	Project Legal Expert	01 Feb 2009 - 31 Dec 2014
Sergei Kokovkin	Procurement Expert	01 June 2010 - 31 Dec 2012
Sergei Kokovkin	Procurement Expert	01 May 2013 - 30 Sept 2013
Capitolina Bobkova	Leading Consultant for Carbon Sequestration	15 Feb 2010 - 14 Jan 2012
Alexei Fedorkov	Climate Adaptation Expert	15 Feb 2010 - 14 Jan 2011
Andrei Eschenko	Project Expert on Helicopter Poaching Control	15 Mar 2011 - 15 July 2014
Tatiana Minaeva	Consultant/coordinator for Peatland Ecosystem Restoration	01 Aug 2013 - 31 Dec 2014
Ruslan Bolshakov	Manager for Peatland Ecosystem Restoration	20 June 2013 - 31 Dec 2014

4.1 Project Implementation

4.1.1 Adaptive management

55. There were a number of alterations from the course described in the Project Document; these were all examples of adaptive management by the project team. Formally, there were adjustments made at both the Inception and MTE stages of the project – resulting in amendments to the logframe⁷.

56. As also described in the MTE, one of the best illustrations of adaptive management by the team was the replacement of the Ecological Fund (Output 2.5)

⁷ In contrast, as discussed earlier in this report (see Section 3.1.1 – Analysis of the logframe), it is perplexing that not all the changes recommended in the MTE were made.

with the establishment of the Non-Commercial Partnership (NCP)⁸. Thus, the project encountered issues with re-constituting the “Ecological Fund”: these were primarily legal. In its place, the NCP was established. Furthermore, the project did not just restrict itself to business planning for the protected areas. It also worked with small enterprises, guides and administrations to bring their attention to business planning and to train interested parties in business planning. Even further to this, the project enacted some aspects of the business planning and the best example of this was actually going ahead and putting into place some of the tourism infrastructure in the protected areas.

57. The project team also focused on the *pragmatic* aspects of establishing the protected area system within the Republic of Komi – rather than following the project document to the letter or, indeed, only targeting the results described in the logframe. There are strengths and weaknesses of this approach. First, it is adaptive and can be more pertinent to the particular circumstances of the instant at which the project is being implemented. One caveat to this is the inclusion of stakeholders. If stakeholder involvement in the design is good and the project implementation creeps away from this initial design, stakeholders may feel alienated and disenchanting. As it was in this project, stakeholder inclusion *improved* as the project progressed thus negating this caveat. Second, this approach suggests that the project design was less than optimal – something that neither the GEF nor UNDP wish to hear. In the case of the project and as discussed elsewhere in this report, it is possible that the project design – and, more accurately, the logframe – could have been better. Third, it makes the project slightly more difficult to evaluate because of its deviation from measurable indicators and, as a result, in those areas in which the project has deviated from the design or the logframe, the evaluation is based on the experience and judgement of the evaluator.

58. A further example of the pragmatic approach of the project was the realisation that within the timeframe of the project, it would have been impossible to change policy or legislation. Thus, making adjustments to policy and legislation was not only left out of the design but also the project team resisted the temptation to drift towards attempting to make some of the changes that may be necessary.

59. Finally, as part of the monitoring, evaluation and adaptive management of the project, the MTE suggested an extension to the project and that this project extension was approved by the PSC on 31 January 2013. This extension turned out to be entirely justifiable.

4.1.2 Partnership arrangements

60. The project was implemented as a partnership among a number of institutions – the MNR of the Russian Federation, the Institute of Biology and the UNDP-CO. The project also enjoyed significant support from the executive of the Komi Republic. This can best be illustrated by the (albeit eventual) acceptance to establish a PA Centre for the Republic – something that would not be possible without the support of the executive of the Republic.

61. At a field level, the project was supported by the Directors of both the Pechora-Ilych *zapovednik* and the Yugyd va National Park. This was not consistent throughout the project’s lifespan: indeed, the Director of the *zapovednik* changed three times over during the project and the project was not always viewed very positively by all the Directors.

⁸ The NCP is explored in more detail in the Project Results section of the report.

62. At the level of the municipalities, the project seemed to be viewed quite positively. A number (five – the Troitsko-Pechorskyi, Vuktylskyi, Pechorskyi, Intinskyi and Prilusskyi municipalities) of key municipalities were involved in the PSC. The TE mission had a(n unscheduled) meeting with one head of a municipality (Vuktyl municipality – the in vicinity of Yugyd va National Park) and he was very supportive of the project and its objectives. This is important as one of the lessons learned from many areas in the world (including in the CIS) is that if the local administration is not supportive either of a project or, indeed, of the protected area with which a project is trying to work, the chances of success are significantly reduced.

63. The project worked closely with the private sector – for example, with Gazprom Transgas Ukhta and Lukoil – in an effort to generate support – primarily (but not exclusively) financial – for protected areas within the Komi Republic. This was very successful and the project managed to leverage a total of USD 4.358 million for protected areas. However, it should be noted that while the relationships between the private sector companies⁹ and the protected areas were reported as being “Public-Private Partnerships” (or PPPs), the relationships should be carefully defined not to muddle them with other definitions of PPPs elsewhere in the world¹⁰.

4.1.3 Feedback from M&E activities used for adaptive management

64. The Inception period – culminating in the Inception Report and the MTE both proved critical for adaptive management of the project (as discussed above). In addition, representatives from the UNDP-CO and UNDP-GEF RTC in Bratislava each visited the project at least once a year – these resulted in Back-To-The-Office-Reports (BTORs) that monitor the progress of the project and the risks associated with the project.

4.1.4 Project Finance

65. As mentioned earlier (see Section 3.1.8), the financial aspects of the project were overseen managed by the UNDP-CO with the annual workplans and budgets being approved by the PSC. The PMU kept track of project expenditures and prepared justified proposals for budget revisions. The financial transactions from the project local responsible party and due accounting to UNDP were ensured by an accountant based in Syktyvkar within the PMU, while a CO-based financial specialist assisted with Atlas issues (based on 25% of her time).

66. The project was funded by the GEF Trust Fund but with substantial co-finance and additional funding. The value of the GEF grant was USD 4.5 million. In addition (and as explained above), the UNDP-CO and the PMU managed the implementation of two other substantial grants, the first from the German Government (through the International Climate Initiative, ICI) and the EU (through the Clima East programme). There was also significant co-finance from i) the Governments of the Russian Federation and of the Komi Republic, ii) the private sector (as discussed above in Section 3.2.2), iii) NGOs, iv) private enterprises and, finally, v) in kind donations

⁹ In reality, companies like Gazprom Transgas Ukhta are in fact already public-private partnerships in that they are jointly owned by the Government of the Russian Federation and the private sector.

¹⁰ Elsewhere, PPPs are defined as being relationships that are not limited to financial assistance alone but may extend to co-management or joint agreements. In the case of the project, the PPPs were limited to financial support for the protected areas primarily through the companies’ corporate social responsibility policies and practices.

from public corporations. Overall, the value of the project has been over USD 65 million (see Table 5).

Table 5. The value of the project with the different sources of funding.

Source	Amount (USD)	Comment
UNDP managed funds		
GEF	4,500,000.00	
UNDP	0.00	
ICI	4,175,118.58	Grant received from the Government of Germany's Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) through the International Climate Initiative (ICI) to improve protected area system in the Komi Republic for better conservation of globally important biodiversity and maintenance of carbon pools
EU	3,246,750.00	Grant received from the EU's Clima East programme to protect and restore the forest and peatland permafrost carbon pools in the Komi Republic and Nenetsky Autonomous Okrug
Partner managed funds		
Govt. of Russia*	9,897,460.00	These figures include funding from i) the federal government to the Forest Committee of the Komi Republic for fire prevention and law enforcement (which at over USD 40 million, these represent the majority of these funds), ii) the republican government for the protected areas and iii) the Institute of Biology for biodiversity surveys and publications
Govt. of Russia**	36,160,789.42	
Govt. of the Komi Republic*	2,337,000.00	Co-financing from the Ministry of Natural resources and Environmental Protection of the Komi Republic for regional PAs, as well as from administrations of municipalities of Inta, Troitsko-Pechorsk, Priluzsky, Vuktyl districts.
Govt. of the Komi Republic**	778,000.00	
Private Sector*	3,427,000.00	Co-financing from the LLC Gazprom Transgaz Ukhta, LLC Lukoil Komi, LLC Gold minerals. Also here a co-financing from the public-private partnership organizations under concluded framework agreements is included (OJSC "Severnye Magistralnye Nefteprovody", Mondi

		Syktyvkar)
Private Sector**	361,000.00	Contribution of private sector's organization to implement works under the number of contracts to
NGOs*	71,000.00	Contribution of NGOs during implementation of works under the contracts on increasing social and environmental responsibility among enterprises of the KR and improved environmental awareness among the public (e.g., printing materials, distribution them among schools, children and youth organizations, publishing newspaper "Reserved area" in Kamchatka region)
Other resources (private enterprise activity)*	153,000.00	The National park "Yugyd va" received numbers of international grants to preserve its nature, also funds from its own activities on the territory of the park are included in this figure. 417,000.00 – additional leveraged co-finance.
Other resources (private enterprise activity)**	417,000.00	
In-kind funding		
Public corporations	18,000.00	In 2011, 43.7 thousands of grayling larvae were released in Pechora river basin by Komienergo; Mondi Syktyvkar bought 50 units of paper for the federal PAs of the Komi Republic; Lukoil Komi sponsored releasing of 650 000 of fry in Pechora, Kolva and Synya rivers
TOTAL (USD)	65,542,118.00	

* according Prodoc's co-financing letters

** additional leveraged co-finance

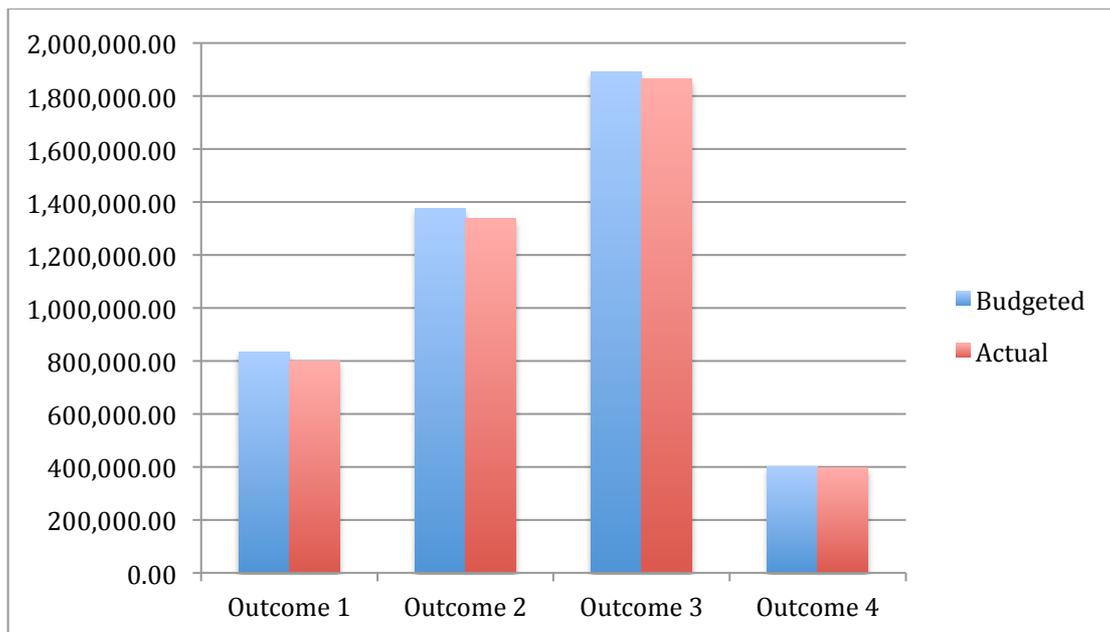


Figure 1. The budget and actual expenditure, by Outcome, for the project

67. As would be expected, the project funds were not evenly divided among the different Outcomes. Given the focus of Outcome 1 on gap analysis and planning, it demanded the least funding while Outcome 3, with its focus on piloting the diversification of revenue streams (with associated infrastructure development), required the largest amount of funding. In contrast, Outcome 2, with its aims to develop capacity (with some significant capital expenditure associated with furnishings and equipment), lay between these two (see Figure 1 and Table 1).

68. Outcome 4, as listed here, represented the project management costs. These were planned to be USD 400,000 of GEF funds. This was less than 10% of the total value of the GEF grant and therefore acceptable (the project predates the recommended shift to lower rates for full-sized projects, FSP¹¹). Project management costs were kept within this ceiling and, at the juncture of the TE mission, project management costs were 99.31% of the full USD 400,000. However, the project was significantly assisted by funding from the other grants (ICI and the EU Clima East) because with such a large team, it would have been difficult, if not impossible, to keep these costs below USD 400,000.

Table 6. The total budget and actual expenditure, by Outcome for the project

	Budgeted	Actual	% spent
Outcome 1	833,000.00	798,614.04	95.87

¹¹ It should be noted that an external review of GEF Administrative Costs – including project management costs (Agenda Item 12, GEF Council Meeting Nov 8 – 12 2011, *GEF Administrative Expenses – Fees and Project Management Expenses: External Review*; GEF/C.41/07; see also *Highlights of the Council’s Discussions, GEF Council Meeting Nov 8-10 2011* - http://www.thegef.org/gef/sites/thegef.org/files/documents/Highlights_Revised_11-18-11.pdf) was carried out in 2011. The review noted that “project management budgets [should be] 10 % of the GEF grant for grants up to \$2 million, and 5% of the GEF grant for grants above \$2 million [and] if project proposals request above these benchmarks, then additional details have to be provided regarding the project management budget for scrutiny by the Secretariat.” The conclusion was that the “Secretariat continues to keep close scrutiny of project management budgets.” The project management budget for this project is, therefore, above the benchmark but the project predated this recommendation.

Outcome 2	1,374,000.00	1,337,527.71	97.35
Outcome 3	1,893,000.00	1,865,503.32	98.55
Outcome 4	400,000.00	397,222.42	99.31

69. It was not only the expenditure of the project management budget line that demonstrated good delivery but the expenditure of Outcomes 1 to 3 were all over 95% of the budgeted amounts. I believe that jointly implementing three grants has assisted the project in achieving this level of delivery. Such an assertion is supported by the fact that at the time of the TE mission, the project management expenditure was at 99.31% of its total budget with some four months (and thus only USD 2,760 to spend on project management) until the GEF grant was to close.

70. It should be reiterated here that significant additional funds were leveraged over the course of the project. This was not simply limited to the two additional grants that were implemented by the project (which in itself represents excellent cost effectiveness) but the project leveraged further funding and cofinance from the government and from the private sector.

71. The government contributions were both in the form of partner-managed cash and in-kind donations and included the following:

- a. National Project Director (NPD) was the Head of the Komi Division of the Federal Supervisory Natural Resource Management Service (*Rosprirodnadzor*) and he chaired the Project Steering Committee, and responsible for providing government oversight and guidance to the project implementation. The NPD was not paid from the project funds, but represented Government contribution.
- b. Support provided to the project by other officials of the Komi Republic who participated in various project processes and who were paid by the republican budget
- c. Premises of the Institute of Biology for project office and for project events (mostly meetings)
- d. Some communal services in that premises such as electricity is also covered by Republican budget
- e. The budgets of the protected areas – both federal and the regional protected areas of the Komi Republic were included in the figures in Table 5. While this may not be wholly additive, the project has, indeed, catalysed a significant increase in the budgets of both federal and regional protected areas within the Komi Republic.

72. Finally, independent audits were carried out five times during the project's lifetime. These were carried out through the UNDP-CO audit processes. Each audit was qualified with some instances of non-compliances and there were minor recommendations that resulted from each audit process. The UNDP-CO and project took these into account and responded appropriately to all qualifications and recommendations.

Table 7. The project expenditure by Outcome and by year. The annual budget, as approved, are shown as well as the actual expenditure.

Outcome	2008			2009			2010			2011		
	Budgeted	Actual	% spent	Budgeted	Actual	% spent	Budgeted	Actual	% spent	Budgeted	Actual	% spent
1	29,000.00		0.00	230,000.00	223,996.86	97.39	233,593.81	227,561.69	97.42	184,000.00	174,174.29	94.66
2	42,000.00	5,317.21	12.66	251,000.00	120,973.24	48.20	414,755.16	358,345.61	86.40	463,600.00	445,015.52	95.99
3	54,500.00	3,105.95	5.70	144,000.00	91,793.31	63.75	251,327.90	193,308.91	76.92	935,916.11	658,018.43	70.31
4	36,000.00	27,326.79	75.91	70,000.00	52,184.92	74.55	78,835.00	80,918.66	102.64	88,386.94	89,103.54	100.81
Total	161,500.00	35,749.95	22.14	695,000.00	488,948.33	70.35	978,511.87	860,134.87	87.90	1,671,903.05	1,366,311.78	81.72

Outcome	2012			2013			2014			Total		
	Budgeted	Actual	% spent	Budgeted	Actual	% spent	Budgeted	Actual	% spent	budgeted	actual	
1	102,267.16	121,622.10	118.93	70,220.00	32,864.10	46.80	52,780.96	18,395.00	34.85	901,861.93	798,614.04	88.55
2	143,848.42	227,031.59	157.83	133,772.00	105,504.54	78.87	111,812.29	75,340.00	67.38	1,560,787.87	1,337,527.71	85.70
3	743,773.40	462,113.20	62.13	418,774.00	404,493.52	96.59	80,166.68	52,670.00	65.70	2,628,458.09	1,865,503.32	70.97
4	73,466.09	84,417.55	114.91	40,000.00	38,650.96	96.63	27,397.58	24,620.00	89.86	414,085.61	397,222.42	95.93
Total	1,063,355.07	895,184.44	84.18	662,766.00	581,513.12	87.74	272,157.51	171,025.00	62.84	5,505,193.50	4,398,867.49	79.90

NB. It should be noted that the *total of the budgeted amounts*, by year, do not equal the originally budgeted amount simply because when underspent in previous years, the budget is carried forward to the following year.

4.1.5 Monitoring & Evaluation – design and implementation

73. The project’s monitoring and evaluation (M&E) framework was standard for a full-sized UNDP-GEF protected areas project and included a variety of M&E tools (monitoring and support by the UNDP-CO and the UNDP-GEF RTA from Bratislava using standard monitoring and reporting tools – Quarterly Reports, PIRs, Tracking Tools and responses to management recommendations – for which data were provided by the PMU).

74. In principle, the logframe formed the foundation to the M&E framework – and it was examined in the MTE – but, as stated above (see Section 3.1.1), its importance was underestimated by the project team; rather, the project team assessed their progress based on workplans and not the logframe. Embedded within the logframe and linking to the Project Implementation Review, various UNDP-GEF monitoring tools were used by the project, including the Monitoring Effectiveness Tracking Tool (METT), and Financial and Capacity Scorecards. As usual, the project included an Inception Phase which included an Inception Workshop and which culminated in an Inception Report. Regular M&E was carried out by the UNDP-CO and the UNDP-GEF RTA with visits to the project at least once a year. PSC meetings were held at least once a year (usually in February each year); at the PSC meetings, a review of project progress (using the Annual Project Reports, APR, and Project Implementation Reviews, PIR, as their basis) was made and the annual workplans and budgets were approved. The project team also prepared Quarterly Progress Reports for submission to the UNDP-CO and UNDP-GEF RTC in Bratislava. In addition, the project produced many, many outputs and thematic reports (see Annex V for a list of the project outputs). The project will produce a Terminal Report before it closes; the Terminal Report can draw off this report.

75. The project also included an MTE; this took place just over three years from the start of the project and proved useful for course adjustment for the project and making some useful recommendations.

76. Finally, the TE took place just over six years from the start of the project and within six months from the close of the GEF portion of the project (with closure due on 31 December 2014).

77. There are a number of things that remain to be done before the project closes with respect to monitoring and evaluation included in which are the awareness surveys. This will ensure that the data for each of the indicators will be fully up-to-date by the time that the Terminal Report is prepared.

Item	Rating	Comment
M&E		
M&E design at project start-up	S	The M&E design was standard for such UNDP-GEF projects and was carried out with no major shortcomings. The only minor caveats were i) that some of the recommendations of the MTE (e.g., adjusting the logframe) were not carried out and ii) the logframe was not realistic and used as a guide rather than targets to be attained.
Overall quality of M&E		
M&E plan implementation		

4.1.6 UNDP & Implementing Partner implementation, coordination and operational issues

78. The levels of coordination and collaboration among the project partners were highly satisfactory. This stemmed primarily from the NPD and the PM and the connections that they had and maintained through the project.

79. One of the successes of the project was the degree of transparency that was maintained. This is best illustrated by the fact that the PM has over 500 email contacts with whom he shared information, including reports, PSC agendas and solicited information and decisions, as necessary. In short, there was a high degree of transparency and this engendered trust and awareness among stakeholders.

Item	Rating	Comment
IA & EA Execution		
Overall quality of implementation and execution	HS	The project was implemented in an exemplary manner. Stakeholder participation was excellent and inclusive; transparency was high – almost to a fault!
Implementation Agency Execution	HS	The support provided by UNDP was also outstanding.
Executing Agency Execution	HS	With the political capital and personal connections that the team and execution agency brought to the project, and with professional dedication with which the project was implemented within the Komi Republic, the Executing Agency Execution was also outstanding.

4.2 Project Results

80. With the following section (on Conclusions, Recommendations and Lessons Learned), this is the most important section of the report. However, because of the large amount of activities carried out by the project, this provides only a synthesis of the project results and an analysis of the results of the project relative to i) the original Goal, Objective and intended Outcomes and ii) the project’s logframe. Further details of projects activities and results can be found elsewhere (including in the project’s reports, outputs, APRs and PIRs) and should be further elaborated in the project’s final report.

81. In addition, for coherence, I am reporting here on the GEF-funded components of the project. The reporting and analysis of the results of the German Government ICI funded component and the EU-funded Clima East components are found in Annexes IX and X, respectively.

4.2.1 Overall results and Attainment of objectives

82. The key success of the project is that the foundations for the protected area system for the Komi Republic are now in place. The project, therefore, has acted as a catalyst to enable the Government of the Komi Republic, in concert with federal bodies such as the MNR of the Russian Federation, to continue to build on these foundations until such time as there is a fully functional, ecologically representative and effectively managed protected area system in place. These foundations are based on many aspects of work that has been carried out by the project, including (but not limited to):

- a. The completion of the gap analysis carried out by members of staff of the Institute of Biology. The gap analysis contained two aspects – first, the

assessment of the biodiversity of the Komi Republic. The inventory focused primarily on the existing protected areas and 147 (of a total of 240 – thus, 61% of the protected areas of the Republic) were surveyed. The assessment included the production of a 1:500,000 map of the vegetation of the Komi Republic (see Annex VII). Furthermore, the level of anthropogenic disturbance in each of the protected areas was assessed. Through this process, the values of each of the protected areas surveyed (as well as through extrapolation to those areas that were not surveyed), was determined; one outcome of this process was the identification of those areas whose values were either non-existent or they had become so severely eroded through human activities that they no longer existed. The second aspect of the gap analyses was to identify areas that warranted inclusion into the protected area system – because of their biodiversity values – through further surveys and through extrapolation.

The gap analysis focused on the biodiversity of the Komi Republic and, arguably, did not *fully* cover other aspects for which protected areas may be important (and for which protected areas have been established elsewhere in the world). These include: ecosystem services, the dependence of people – and local communities in particular – on natural resources and other systems of recognising the importance of any particular area (e.g., Important Bird Areas). As examples, ecosystem services can include: water catchment and flow systems, flyways or corridors for migratory species, areas of high touristic value, etc.

It should be reiterated, however, that the project did take some of these features into consideration but, arguably, not as fully as it might. This may have been at least partly due to the fact that it was not included in the project document. Nonetheless, it would have been laudable had the project expanded, adaptively, the analysis to incorporate fully all aspects that are taken into account in contemporary protected areas.

- b. The results of the gap analysis were used to develop proposals for the “degazettement” for those protected areas with little continued value ($n = 34$ areas to be degazetted with a total area of 201,584ha) and proposals to establish new protected areas in valuable areas ($n = 30$ new protected areas) and extend the boundaries of a further five protected areas – such that the total area of the *official federal and republic* protected area system of the Komi Republic will be increased by 1,341,699ha – a net increase of 997,261ha. The resulting protected area system will cover a total of 6,427,867ha or 15.4% of the area of the Komi Republic¹².

While this represents a success, I cannot help but feel that the project – and the Komi Republic – has been significantly under-ambitious about the target for the coverage of the protected area system. The human densities

¹² Comment from PMU on first draft of report: “*It should be noted that the actual total acreage of the areas protected on a regular or seasonal basis exceeds the official total: in addition to the federal and regional protected areas, there are protected forests in Komi whose total area is 14,446,800 ha, municipal protected areas, water protection strips, spawning rivers etc.*”

in the Komi Republic are very low¹³; surely higher targets should be achieved in such an area?

A further minor shortcoming of the gap analysis and the resulting proposals for restructuring the protected area system of the Komi Republic was the focus only on biodiversity; adaptive management may have also included other aspects for which protected areas are important, including (but not limited to) ecosystem services such as water storage, watersheds, carbon sequestration, carbon storage¹⁴ and corridors¹⁵. This is something that can be expanded upon as the protected area system evolves in the coming years.

- c. A strategic plan for the protected area system of the Komi Republic was prepared and approved by the MNR of the Komi Republic on 27 May 2014¹⁶. The strategic plan was split into three phases (Stage I: 2015-2020; Stage II: 2021-2025; Stage III: 2016-2030). This approval makes the implementation of the strategic plan “obligatory” – and therefore has implications for sustainability (as discussed in Section 3.3.6).
- d. A suite of activities were carried out under the auspices of developing and ensuring approval of regulations to govern the use of protected areas and the natural resources within them. The activities that were covered included (but were not limited to): illegal hunting by helicopter (and, in addition to bringing together the relevant authorities, this has resulted in apparently eliminating heli-poaching), training workshops for protected area staff, developing a certification scheme for hunting, placing information/explanatory boards in a number of protected areas, developing models for the exploitation of secondary forest (thereby reducing the exploitation of primary forest), and determining the impacts of various activities.
- e. In order to ensure cooperation and collaboration among the three key stakeholders in the “natural” areas of the Komi Republic, the project brokered a tripartite agreement between the MNR of the Komi Republic, the Forestry Committee of the Komi Republic (under whose jurisdiction many of the protected areas fall – in terms of land ownership) and the Komi Division of the Federal Supervisory Natural Resource Management Service (*Rosprirodnadzor*).

¹³ The human densities in the Komi Republic are approximately 2.2 people/km²; this puts it between Namibia and Mongolia which are the two least densely populated countries in the world. When one examines the protected area of Namibia, 42% of the country is under some form of protection. In addition, the Leningrad Oblast – an area with a significantly higher population density (20.32 people/km²) is targeting a higher (17.5%) coverage of protected areas.

¹⁴ However, both the German government-funded ICI and the EU funded Clima East components focus partly on carbon sequestration and storage.

¹⁵ Corridors are increasingly important in the context of climate change; indeed, this is recognized in the nomination of the Virgin Komi Forests as a UNESCO natural World Heritage Site; however, it should be noted that (slightly oddly) the corridors were mentioned under Output 2.3 and the project did carry out work to identify “the most significant areas” for migratory species.

¹⁶ This falls within the framework of previous orders from the MNR, specifically: *On the Approval of the Concept of Conservation, Development and Use of the Natural and Recreational Potential of Protected Areas in the Republic of Komi (up to 2020)*. Order of the Ministry of Natural Resources and Environmental Protection of the Republic of Komi No. 483 as of 26 November 2010

Furthermore, a further agreement committing parties “to improve the management of the system of federal, regional and local protected areas, and conserve the biodiversity in the Republic of Komi, both within and outside protected areas” was signed on 01 February 2014 among the following organisations: Komi Division of the Federal Supervisory Natural Resource Management Service (*Rosprirodnadzor*), the MNR of the Komi Republic, the UNDP-GEF Komi PAS project, the two principal federal protected areas of the Komi Republic (Pechora-Ilych zapovednik and the Yugyd va National Park), the Institute of Biology and the PA Centre.

- f. Various activities to develop monitoring systems for the boreal forests within the Komi Republic with the objective that the systems will be instituted within the PA Centre. The project needs to ensure that this is done, in collaboration with other participating institutions (e.g., the Institute of Biology, the Pechora-Ilych *zapovednik*, the Yugyd va National Park, Syktyvkar State University).
- g. The establishment of the PA Centre – the organisation with the mandate to manage the republican protected areas within the Komi Republic. The process involved drafting the regulations of the organisation and estimating its required capacity (both financially and in terms of human resources). The PA Centre was formally established on 25 May 2012.

In addition and once established (and the project provided significant support in the preparation of the statutory documents and job descriptions, and in selection of staff for the Centre), the PA Centre was equipped and furnished by the project. The members of staff were given training, including three international study/exposure tours.

- h. Amendments and additions to the Komi Republic’s legislature with particular reference to protected areas. Over 40 proposals were submitted for approval to the State Council of the Komi Republic.
- i. The project developed management plans for three republican protected areas (Beloborsky and Unjinsky reserves, and the natural monument “Paras’kiny Ozyora”) and the strategic plan for the Yugyd va National Park. In addition, as described above, the regulations in a number of protected areas were developed, printed onto notice boards, which were then installed within the protected areas.
- j. A number of agreements between private or semi-private sector organizations were signed under the auspices of public-private partnerships. However, as discussed in Section 3.2.2, there were differences between the PPPs that were developed under the project (which were more akin to the private/semi-private sector organisations providing financial and in-kind support to the protected areas) than those found elsewhere (in which the private/semi-private sector organisation may be included into management planning and decision-making as well as for financial support).

Coupled with the “partnerships”, the project worked to increase corporate social responsibility among the private sector organisations within the Komi Republic, including developing a five-year action plan to increase social and environmental responsibility among these organisations.

Private/semi-private sector organisations also provided in-kind support to the project.

- k. In a show of adaptive management and on understanding that the establishment and/or re-constitution of an “Ecological Fund” was not possible, the project established “the Union of Protected Areas of the Republic of Komi” or the “Non-Commercial Partnership” (hereafter NCP). The NCP was a partnership among four “founding members” – the two federal protected areas (Pechora-Ilych zapovednik, the Yugyd va National Park, the MNR of the Komi Republic and the Institute of Biology. It is based within the MNR of the Komi Republic but is constituted as a non-governmental organisation (as a legal entity registered on 05 July 2010 and subject to its by-laws and purpose).

Because of its slightly unusual nature and because the project invested a relatively significant sum of funding into it (RUB 7.28 million or USD 234,729), the NCP warrants a little more exploration¹⁷. Funding for the NCP was not only received from the project but also from other sources:

The Pechora-Ilych reserve – USD 6,502.00

Yugyd va National park – USD 25,983.00

Vaertas Tour – USD 484.00

DeltaStroy – USD 258.00

Gold Minerals LLC – USD 32,911.00

Kozhinskoe RDP – USD 34,847.00

The principal idea was to establish an entity to assist the protected areas and protected area authorities and managers to do their job¹⁸ – but i) by carrying out activities that the protected areas, themselves, were not legally permitted to do and, therefore, which they cannot perform, and ii) at a lower cost than commercial competitors. The NCP works on aspects of the protected areas’ business plans (e.g., the *zapovednik* elk farm, the National Park tourist infrastructure, service and facility management). Currently, the NCP’s assets (primarily equipment procured by the project) are used to carry out work at a reduced cost for the protected areas. On an annual basis, the protected areas and NCP sign agreements on the scope of work to be executed. Further, if through the activities of the NCP, a “profit” is made, the “profit” is transferred to the protected areas as per its by-laws. The founders, and particularly the management of Yugyd va National Park, believe that the NCP as a tool can be further extended to include: i) raising funding from donors, and ii) manufacture and build infrastructure.

In terms of functionality, this appears to be fine. However, there are a number of caveats.

¹⁷ The desire for a further explanation was somewhat reduced once one understands that the formal system of protected areas in Russia, both at the federal and regional levels, is supported by non-governmental organizations; however, few, if any, function like the NCP established under this project.

¹⁸ And, arguably, the NCP performs the tasks that elsewhere might have been done by organisations with the mandate to manage protected areas or contractors working for the protected area authorities.

First, the NCP needs to be transparent and accountable. This was somewhat achieved during the project's life by reporting at the project's PSC meetings (e.g., that of 06 February 2014¹⁹ reporting on results of 2013 and that of 01 February 2013²⁰ reporting on the results of 2012) and through reporting on its website²¹. This should continue and even be extended to include being technically and financially audited by independent auditors to the satisfaction of its founders. Certainly, technical and financial reporting to the founders needs to continue.

Second, the NCP would benefit from a strategic or business plan. This would be complementary to the NCP's by-laws and, on implementation, would serve to ensure i) the sustainability of the NCP and ii) guide the NCP team. The premise for the business plan is, therefore, that the NCP needs to generate sufficient revenues not only to be self-sustaining in the long-term but also it should fulfil its key objective of generating revenues for the protected areas. Any such strategic or business plan would, of course, need to be approved by the founding members.

1. The project worked to increase environmental awareness – including awareness of protected areas – among a number of different target groups. Many different techniques and materials were used to do this but they included (but were not limited to): articles printed in the media, television spots, websites (including the project's own excellent website: <http://www.undp-komi.org>), leaflets and information pamphlets, summer camps, children's art competitions, supporting environmental awareness days, billboards at the protected areas themselves, t-shirts and caps were produced and distributed, exhibitions with large scale information boards, film festivals held, training workshops held, the project cooperated with community environmental councils, photo exhibitions, contests, etc (see Annex V).

The only caveat here is that the purpose of such work is, first, to make people aware of the issues and, second, to prompt a change in attitude and, ultimately, behaviour. The project is to be applauded in that it was designed to survey two target groups (the senior staff of the Department of *Rosprirodnadzor*, and the MNR of the Komi Republic, and the residents of communities living close to protected areas) for changes in attitude. In the longer term, it would be good i) to establish a baseline of behaviours that could then be monitored by the PA Centre to determine whether such changes in attitude and awareness are really changing behaviour and ii) to determine changes of awareness, attitude and behaviour in a broader set of target groups.

There is, however, anecdotal evidence of positive change. At the beginning of the project, even the senior staff of the Department of *Rosprirodnadzor* and the MNR of the Komi Republic believed that there were “too many” protected areas in the Komi Republic. Now, at the end

¹⁹ See http://undp-komi.org/en/index.php?option=com_content&view=article&id=258:the-6-th-meeting-of-the-steering-committee-of-the-undpgef-kr-pa-project&catid=22:news&Itemid=39,

²⁰ See http://undp-komi.org/index.php?option=com_content&view=article&id=1174:2013-02-01-13-08-06&catid=23:2009-03-17-19-33-08&Itemid=43

²¹ See <http://pshpark.org>

of the (GEF funded) project, there is an understanding i) of the importance of the protected areas of the republic, ii) that the protected areas are good for the economy of the republic and iii) that the system exists as an entity.

- m. The project worked with the two federal protected areas – Pechora-Ilych zapovednik and Yugyd va National Park – to produce business plans. The process to achieve this result included: training protected area staff in business planning approaches, a number of stakeholder workshops and the agreement of the business plans themselves (28.11.2011 by MNR RF). The business plans have been implemented – with significant financial assistance from the project. This has included the development of infrastructure, leveraging additional funding from the federal government such that the budgets of the protected areas have now increased (for example, the federal government funding to the Pechora-Ilych *zapovednik* for the period from 2008-2011 was USD 140,000 – thus, an average of USD 35,000/year; it increased to USD 62,000 for FY 2012/13, and to USD 260,000 for FY 2013/14 – but this latter figure included some capital expenses), analysis of markets (e.g., of NTFPs and tourism), implementation of two pilot projects in the vicinity of Pechora-Ilych zapovednik, and analysis of the value of other ecosystem services provided by the two protected areas. Furthermore, analysis of a sustainable tourism load on special sites such as the Manpupuner rock formations was carried out such that regulations are now in place to ensure that there is no detrimental impact of tourists on the site.

One demonstration of the financial impact of business plan implementation can be seen by examining the revenues accrued by the Yugyd va National Park: these were RUB 2.1 million in 2009; RUB 6.5 million in 2012 and RUB 6.8 million in 2013 – with a concurrent increase in the flow of tourists to the area. Similarly, in the Pechora-Ilych zapovednik, revenues have increased from RUB 720,000 in 2012 to over RUB 1 million in 2013²².

A further success of the project was that this was the first time business planning was carried out in the Russian Federation. There has been significant interest in the process and in order to facilitate this, the project produced a methodological handbook on business planning in protected areas.

The project did not just restrict itself to business planning for the protected areas; the project also worked with small enterprises, guides and administrations to bring their attention to business planning and to train interested parties in business planning. This was, of course, important both as an example of adaptive management but also for financial sustainability.

In addition to these site-level plans, the project document did envisage the development of a system-wide business plan: thus, a business plan that

²² It should be noted that as a zapovednik – or Strict Nature Reserve (thus, a category I IUCN protected area) – the Pechora-Ilych zapovednik has much less potential for accruing revenues than, say, Yugyd va National Park. Consequently, while there has been a 300% increase in the budget, these remain primarily from the state (95% in 2013 with only 5% from generated revenues).

could be coupled with the strategic plan that was produced and approved by the Komi Government (27.05.2014 by MNR of the Komi Republic).

There is only one *potential* caveat to the development of the business plans. Ideally, business plans would be developed with the specific context in mind. However, one of the premises that underpins the majority of business plans is the neoliberal principle that is based on the belief that the market can provide solutions to all problems and issues – including, in the context of the GEF, the financial sustainability of protected areas and protected area systems. In the context of the protected area system in the Russian Federation and with specific reference to the *zapovedniks* (as originally defined as Strict Nature Reserves, which, by that definition, are singularly dependent on a budget from the state), “business” planning may not be either relevant or wanted. In the context of Pechora-Ilych *zapovednik*, however, the project and the project partners are to be applauded for appreciating that with the Manpupuner rock formations (and the attention that they garner since they have been included among the Seven Wonders of Russia) and the elk farm on the edge of the area, there is potential for generating (a limited amount of) revenue, as described above.

83. In summary, the project broadly followed the logical sequence of the project’s design, and carried out a vast amount of work and activities. At times, (at least in the presentation of the results to the TE mission), there was some muddle in the ordering of results and outputs. For example, some work on ecosystem services focused more on their financial value but were not included in the gap analyses. This is, however, a minor comment on what is a huge piece of work and the people who have been involved in bringing this about are to be congratulated.

84. The next question is to determine whether all these activities have achieved their intended Outcomes. As discussed in Section 2.3, the project’s outcomes were defined as being:

- a. Outcome 1: *The protected area system of Komi republic is redesigned so as to better capture globally significant biodiversity*
- b. Outcome 2: *Increased institutional capacity for management of protected areas within the protected area system of Komi republic*
- c. Outcome 3: *Application of business planning principles result in diversified revenue streams for the protected area system of Komi Republic*

85. I will briefly discuss the attainment (or otherwise) of these outcomes before examining the logframe which is the mechanism by which the project designers imagined the attainment would be best measured.

86. The first outcome – *the protected area system of Komi republic is redesigned so as to better capture globally significant biodiversity* – has, as defined here and at its most simple, been attained; however, this is not to say that the design has been implemented! Principally, the *redesign* is made up of i) the gap analysis, and ii) the proposed system of protected area for the Komi Republic, written into the strategic plan, that has been approved and whose implementation is now “obligatory”.

87. If there is any shortcoming, it is that other aspects that might have been included when considering the protected area system that also affect global biodiversity – particularly in the face of climate change. The most important aspects of this are the corridors that will allow species to “migrate” as the climate changes²³. However, given that the strategic year covers the period until 2030, corridors can be included within the protected area system in the future as they are better identified²⁴.

88. The second outcome – *increased institutional capacity for management of protected areas within the protected area system of Komi republic* – is more difficult to measure so simply. The project activities that have significantly contributed here have been to establish the PA Centre (including drawing up the Charter of the Centre, identifying the staffing requirements, and furnishing and equipping it), study tours took place, a training workshop for protected area staff was held, the regulations of the Yugyd va National Park were amended, management plans for a small number of republican protected areas were developed and working with the Yugyd va National Park to develop its strategic plan. Additionally, the budgeting for protected areas has increased, both in terms of the funding received from the government as well as through “public-private partnerships”. Finally, the NCP was established under the aegis of this Outcome.

89. The *impact* of these activities on the conservation of biodiversity and ecological services of the Komi Republic is still open to question: as one interviewee stated: “the end goal is to have the area *really* protected, to have well trained forest rangers in place to protected areas. Few protected areas in the Komi Republic have people working to protect them. Many areas have no boards, many municipalities have no knowledge of the protected areas under their jurisdiction, many Red Book species remain unprotected.” As such, the interviewee was expressing frustration that the capacity to protect these areas still does not exist to the extent that it should and that there was still much to do.

90. The third outcome – *application of business planning principles result in diversified revenue streams for the protected area system of Komi Republic* – was also, in the broadest sense, achieved. The project developed business plans for both the Pechora-Ilych zapovednik and the Yugyd va National Park – the first business plans to be developed in the Russian Federation. Beyond this, the business plans were “implemented” insofar as the project assisted with developing infrastructure for tourism and for facilities to attract tourists. The work was not restricted to the principal federal protected areas but also included some of the smaller, republican managed reserves. The result was i) more diversified revenue streams and ii) greater revenues.

91. This, then, begs the question of whether these outcomes contribute significantly to the achievement of the project’s objective: *a representative and effectively managed network of protected areas ensures conservation of pristine boreal forest and taiga ecosystems in the Komi Republic?* The project team argued that what they had achieved was to establish the foundations that will lead to this objective. If one first

²³ There are already profound impacts of species migration; for example, the number of bird species recorded in the Komi Republic has increased from 200 species (recorded between 1875-1930) to 265 (recorded in the period from 1930 to the present day).

²⁴ Comment from PMU on first draft of report: “*An analysis of species movements and migrations in Komi outside the federal PAs was carried out under the Project. The results of this work together with the extremely low developed infrastructure in the region have made it possible to infer that it is too early to talk about corridors because there are practically no impediments to migration of species.*”

disaggregates the objective, it can be seen that Outcome 1 contributes to a representative network of protected areas. Outcomes 2 and 3 contribute to the *foundations* for effective management through building capacity and providing the ingredients for financial sustainability – but whether these have resulted in effective management remains a question. And, overall, whether the sum of these things “ensures conservation of pristine boreal forest and taiga ecosystems in the Komi Republic” will be discussed later in the report (see Section 3.3.7 – Impact).

92. The project’s logframe contained a number of indicators initially designed to measure whether or not the project’s objective and outcomes had been achieved. This is examined in Table 8.

Table 8. The project’s logframe showing the status of the indicators at the point of the Terminal Evaluation.

Outcome/output	Indicator	Baseline	EOP target	Status, TE	Mean of verification	Rating & comments
<p>Objective:</p> <p>A representative and effectively managed network of protected areas ensures conservation of pristine boreal forest and taiga ecosystems in the Komi Republic</p>	<p>Total area of PA sites replaced by new/alternative sites with the higher BD value (hectares)</p>	<p>No replacement; KR PA system covers 14% of the area of the KR</p>	<p>At least 10,000 ha of replacement PAs with higher global BD values; KR PA system covers 14% of the area of the KR</p>	<p>One protected area (Kargorskiy protected natural landscape) of 7.39ha has been established over the lifespan of the project.</p> <p>When fully implemented (by 2030) the PA system of the Komi Republic will cover a total of 6,427,867ha or 15.4% of the area of the Republic²⁵</p>	<p>Formal approval of the Kargorskiy protected natural landscape, 13.08.2012 by the Komi Republic Government</p> <p>The approved PA Strategic Plan for the Komi Republic (Partnership and Cooperation Agreement on Conservation of the Biodiversity and Development of the Protected Area System in the Republic of Komi , approved by the Komi Republic on 27 May 2014) is evidence for the commitment to fulfil this indicator in the future.</p>	<p>Satisfactory. While neither actual replacement nor increases in coverage of under-represented ecosystems have been achieved, the project has taken all the necessary steps to fulfil these indicators such that its achievement is “obligatory.”</p> <p>Furthermore, under the Clima East component (see Annex X), these indicators should be achieved.</p> <p>The UNDP-CO and the project team that remains working on the Clima East component must monitor implementation of the PA Strategic Plan over the coming two years.</p>

²⁵ The proposed changes to the PA network within the Komi Republic (enshrined within the PA Strategic Development Plan for the Komi Republic and which has been approved by MNR of the Komi Republic on 27 May 2014) included: i) degazetting 34 regional level PAs with a total area of 201,584ha (including 23 bog PAs, 7 botanic PAs, 2 water-related PAs, 1 ichtyology zakaznik and one multipurpose zakaznik), ii) establishing 30 new PAs (including 1 national park, 6 nature monuments and 23 zakazniks – 12 biological, 9 multipurpose and 2 hydrology zakazniks) and iii) extending the borders of five PAs (namely, the zakazniks Adak, Soyvinski, and Kamenka Rocks, and the nature monuments Lemvinski and Vorkutinski). This would result in an increase of the PA network by 1,341,699ha that would, therefore, result in a net increase of 997,261.35ha and an overall resulting PA networking covering 6,427,866ha, or 15.4 % of the area of the Republic.

Outcome/ output	Indicator	Baseline	EOP target	Status, TE	Mean of verification	Rating & comments
	Ecosystem coverage and representativeness in the regional PA system	Area covered by different habitat types in PAs of the Komi Republic is not defined Area covered by various vegetation types in PAs of the Komi Republic is not defined	Inventory of biodiversity in the regional PA system completed. Habitat types and vegetation types are identified for the whole system Coverage of underrepresented habitats and vegetation types increased by at least 10 % from existing PA's areas A strategy for further development of regional PA system of the Komi Republic developed	Actual coverage of under-represented habitats and vegetation types has not changed. However, the completed gap analyses and their results have been incorporated into the PA Strategic Plan for the Komi Republic.	Reports: (Scientific Research Activities on the Biodiversity Inventory in Republican PAs; Works on Identifying Prospective Territories to be Included in the KR PA System); Map of vegetation types for Komi Republic (see Annex VII); Strategic Plan for PA System for Komi Republic (Partnership and Cooperation Agreement on Conservation of the Biodiversity and Development of the Protected Area System in the Republic of Komi, approved 27 May 2014)	
	Management Effectiveness Tracking Tool (METT) scores	<ul style="list-style-type: none"> • Pechoro-Ilychsky Nature Reserve: 52 • National Park "Yugyd va": 30 • Ichthyological reserve 	<ul style="list-style-type: none"> • Pechoro-Ilychsky Nature Reserve: 69 • National Park "Yugyd va": 51 • Ichthyological reserve "Ilychsky": 46.2 • Complex reserve 	<ul style="list-style-type: none"> • Pechoro-Ilychsky Nature Reserve: 73 • National Park "Yugyd va": 63 • Ichthyological reserve "Ilychsky": 46 • Complex reserve "Usinsky complexny": 40 	Final METT analyses for PAs (see Excel spreadsheet with GEF Tracking Tools)	<p>Highly satisfactory. Increases in METT scores as expected.</p> <p>[Only one of the monitored PAs, Usinski zakaznik, did not achieve the target; this was apparently dependent on federal legislation</p>

Outcome/ output	Indicator	Baseline	EOP target	Status, TE	Mean of verification	Rating & comments
		"Ilychsky": 18.5 • Complex reserve "Usinsky complexny": 24.2 • Marsh reserve "Ocean": 11.5 Complex reserve "Udorsky": 18.5	"Usinsky complexny": 45 • Marsh reserve "Ocean": 33.5 • Complex reserve "Udorsky": 41.5	• Marsh reserve "Ocean": 34 • Complex reserve "Udorsky": 44		regarding regional PAs.]
Outcome 1: The PA system of Komi republic is redesigned so as to better capture globally significant BD	Increase in coverage of undisturbed/ pristine forest ecosystems in the regional PA system	0 ha	End-of-project target value (e.g. how many ha of pristine forests unprotected at baseline are to be covered with the regional PA system) is to be determined upon completion of the biodiversity inventory in the regional PAs	No additional ha of undisturbed/ pristine forest ecosystem has been added to the PA system to date. However, significant work has been done to prepare Koigorodsky National Park (of 47,00ha) for gazettelement as a federal protected area. It is expected that this area will be gazetted by 2018. A total increase of 1,228,993ha of pristine forest (including those of Koigorodsky NP) will be included in the expanded PA network by 2030 (as	Strategic Plan (Partnership and Cooperation Agreement on Conservation of the Biodiversity and Development of the Protected Area System in the Republic of Komi, approved 27 May 2014). 2009 - Proposal for Koigorodsky National Park http://www.mnr.gov.ru	Satisfactory. See comment for Objective Level Indicators 1 and 2 above.

Outcome/output	Indicator	Baseline	EOP target	Status, TE	Mean of verification	Rating & comments
				specified in the PS Strategic Plan).		
	Senior staff of the Department of Rosprirodnadzor, MNR/KR and individual protected areas consider that there is a functioning KR PA system	0%	70%	Survey is underway at time of TE mission.	Reports from structured interviews; project reports	<p>Unable to rate (survey not completed) however, apparently the target is realistic as suggested by the previous survey of 30 heads of the MNR of Komi, Forest Committee, PAs and other nature conservation organisations – the score achieved was 93%</p> <p>The project must ensure that the survey is complete and the results communicated to the UNDP-CO and UNDP-GEF RTA.</p> <p>Apparently the monitoring will continue until 2016 under the Clima East project.</p>
Outcome 2: Increased institutional capacity for management of protected areas within the KR PA system	Annual contribution to the KR PA system through public-private partnerships	Estimated \$80,000 (check)	\$250,000	US \$709,178. Sources of investment: Gazprom Transgas Ukhta (54%), Kozhim RDP and Gold Minerals (7% each), other businesses as well as private contributions of visitors (31%)	Kozhim RDP: Agreements №03-2013 from 19.06.13 and №11-10/2013 from 10.10.13; Gold Minerals: Agreements №1 from 24.06.13 and №10-10/2013 or 10.10.13; Declarations of National park Yugyd va №1-316 and Declaration of Pechora-Ilych Reserve №1-79 for the period of January-	Highly satisfactory. Leveraging private support for protected areas and for project activities has been outstanding.

Outcome/output	Indicator	Baseline	EOP target	Status, TE	Mean of verification	Rating & comments
					<p>December 2013.</p> <p>Gazprom Transgas Ukhta: copies of payment orders from 29.08.2013 № 32596, from 29.05.2013 № 18682.</p> <p>Gold Minerals: copies of payment orders from 25.03.2013 № 371, from 27.06.2013 № 886, from 27.06.2013 № 887, from 11.09.2013 № 1339, from 30.09.2013 № 1401, from 31.10.2013 № 1620, from 26.11.2013 № 1738, from 16.01.2014 № 44, from 24.04.2014 № 683.</p> <p>Internal reports of the companies and agencies, written confirmation letters</p>	
	Annual contribution supporting PA infrastructure development through the Ecological Fund	\$0	\$60,000	US \$ 136,814 (attained through the NCP ²⁶)	NCP annual reports and financial statements; see http://pshpark.org	Satisfactory. The only perceived shortcomings here were the transparency and accountability, and replicability of the NCP.

²⁶ Donor funding: Kozhim RDP and Gold Minerals, US\$ 60,536 (the funds were used to research the possibility to extend the national park Yugyd-Va and on documentary support for the UNESCO nomination); US \$ 11,865: free services to the national park and free provision of sawn wood and building structures by the non-commercial partnership Union of Protected Areas of the Republic of Komi (“NCP”); US \$ 64,413: the effect, reached owing to cost savings by the National Park, equals the difference in price of the next vendor participating in the Park’s biddings.

Outcome/output	Indicator	Baseline	EOP target	Status, TE	Mean of verification	Rating & comments
	Financial scorecard value	\$650,000	\$1,680,000	\$ 3,849,044	Financial scorecard	Highly satisfactory
	Capacity Assessment Scorecard values	Systemic: 8 Institutional: 12 Individual: 6	Systemic: 20 Institutional: 30 Individual: 12	Systemic: 21 Institutional: 31 Individual: 20	Capacity scorecard	Highly satisfactory
	Surveys of residents of communities close to the protected areas shows increased support for the protected areas ²⁷	Q1: 70.9% Q2: 28.2% Q3: 29.5% Q4: 15.4%	Q1: ≥82% Q2: ≥60% Q3: ≤20% Q4: ≤8%	Q1 - 82.5 % Q2 - 48.5 % Q3 - 9.6 % Q4 - 37.7 %	Reports of surveys/interviews	Moderately satisfactory. There was improved support for protected areas but the targets for two of the questions were not achieved ²⁸ .
Outcome 3: Application of business planning principles result in diversified revenue streams	KR PA system business plan has identified revenue sources worth at least \$250,000 annually to the	No plan	Plan with identification of revenue sources amounting to \$250,000 annually	The system level business plan identifies revenue sources amounting to USD 1,500,000 per annum. The individual PA business plans identifies	The business plan for the “Virgin Forests of Komi” and the KR PA System (Approved/adopted 28.11.2011 by the RF MNR, KR PA System Approved/adopted	Highly satisfactory. Various revenue streams have been identified, including tourism, ecosystem services, and private sector support. These far surpass the

²⁷ Questions used: Q1: Does the protected area work for future generation interest? Q2: Does the protected area work in the interest of the regional local population? Q3: Does the protected area limit the possibilities of economical development of the region? Q4: How do you wish to cooperate with the protected area (proportion expressing “no wish)?

²⁸ The explanation for not achieving the targets for the two questions were that “the overwhelming majority of the local population do not live in the vicinity of the PAs” This slightly odd situation points to two issues: i) the point of the indicator is to determine support among permanent residents living in the vicinity of the protected areas – if there were none then the indicator should have been changed and ii) the fact that it did not suggests that in contrast to the findings in Section 3.2.1 – Adaptive Management. Further clarification with comment on first draft of report: “*The reasons the targets for Q4 were not achieved are that the local population residing in close proximity to the PAs are mostly elderly people who answered that their health would not permit them to work.*”

Outcome/ output	Indicator	Baseline	EOP target	Status, TE	Mean of verification	Rating & comments
for the KR PA system	system			revenue sources amounting to USD 328,500 per annum. For actual revenues for Pechora-Ilych zapovednik and Yugyd va NP see indicator below	05.09.2013 by the KR MNR) ²⁹ Individual PA business plans (see Annex V for list)	EOP target. In addition, the project has implemented a number of cost-saving strategies to reduce PA budgets. Finally, revenues are being accrued by local communities, both in the form of salaries as well as businesses.
	Revenue from tourism on the territory of Pechora Ilych Zapovednik (including the zone of promotion)	US \$22,000	US\$158,000	In 2013, the zapovednik generated USD 39,529 of revenue from tourism (from 2,200 individual tourists) ³⁰	Annual financial statements from the PA	Moderately Satisfactory ³¹ . The shortfall is primarily an issue with Pechora-Ilych zapovednik's status as a zapovednik (or strict nature reserve).
	Revenue from tourism on the territory of National Park "Yugyd va" (including the	US \$53,000	US\$422,000	The revenue from 6,500 tourist visits to the national park Yugyd Va NP in 2013 was USD 195,957 ³²	Annual financial statements from the PA	Satisfactory . Revenues for Yugyd va NP have significantly increased over the project's lifetime and are expected to continue to increase

²⁹ Clarification by comment on first draft of report: "Since the PA business planning practice is non-existent in Russia, the PA business plans were *presented* to the PAs' superior organisations, and the latter did not make any comments; hence, the PA business plans were included as a structural unit of the PA Management Plan (mandatory under the Russian law)."

³⁰ In addition, tourism generated USD 74,534 in salaries among the local population, and USD 232,858 of income for local businesses

³¹ This indicator changed during the Inception Period but was poorly defined (e.g., what is the "zone of promotion"). In its original form, the indicator was designed to address the shortfall in funding in the PAs' budget and (despite the positive impact on the local communities and business) was not intended to include them. In addition, the issue with the institutional limitations with Pechora'Ilych zapovednik's status as a zapovednik (or strict nature reserve) should have been identified earlier and the indicator adjusted to make it more realistic.

³² In contrast, tourism generated USD 648,477 in salaries among the local population, and USD 1,173,724 of income for local businesses

Outcome/ output	Indicator	Baseline	EOP target	Status, TE	Mean of verification	Rating & comments
	zone of promotion)					<p>with the tourism infrastructure that the project has built in the park (although further development of tourism infrastructure may be warranted).</p> <p>See footnote above for comment on this indicator as well.</p>

4.2.2 Relevance

93. The relevance of the project i) to local and regional levels, ii) to the national level, iii) to multilateral environment agreements and iv) to GEF's strategies, priorities and principles is well described in the MTE and it is not necessary to repeat this here but to concur with the conclusion that the relevance has been broadly **satisfactory**.

94. There may be a few aspects that warrant mention here. First, at a local level, the people living in the rural areas of the Komi Republic are highly dependent on natural resources for their livelihoods. In addition, natural resources form an important supplement to the livelihoods of the almost all of the people in the Republic (including as a recreational activity)³³. While this is not enshrined in policies or legislation, it is a fact of life to the people of the Komi Republic and by protecting the biodiversity and ecological processes of the Republic, the project was contributing to sustainable livelihoods of the people. This is something that is not necessarily formally recognised in the literature at any of the levels but is of great significance.

95. There were a small number of minor shortcomings in terms of relevance. First, as discussed in Section 3.3.1 there was little recognition of the global ranking of the Komi Republic in terms of human densities when setting some of the targets for the project. This resulted in the project being, arguably, rather under-ambitious in certain respects – for example, with respect to the targeted overall coverage of protected areas for the Republic.

96. Second, there were minor issues with regard to some of the project's inputs and outputs. As discussed later (see Section 3.3.7 – Impact), the project focused heavily on inputs (e.g., provision of materials and furniture) and outputs (see Annex V for the list of project outputs). However, some of the inputs were two degrees of separation from the ultimate goal and objective of the project (which was the conservation of the biodiversity and ecological processes of the Komi Republic). Therefore, for example, while constructing infrastructure for tourists does have a connection with conserving the biodiversity and ecological processes, it remains at least two steps away from it – constructing infrastructure allows more tourists to visit, who then contribute more revenue to the park, who can then use the additional revenue to manage the area more effectively for the conservation of biodiversity and ecological processes! Being removed – or less directly related – to the ultimate goal and objective project also introduces assumptions into each degree of separation. For example, it is assumed that someone – not specified at present – will market the area to attract tourists to use the infrastructure.

97. That being said, it is possible – if not quite likely – that what the project has done (e.g., in the example above, it has provided tourism infrastructure that is two degrees of separation from the conservation of biodiversity and ecological processes and, by being so, it has introduced further assumptions and risks), is the best (if not only) solution within the context of the Russian Federation at present and the Komi Republic in particular. Therefore, because of the context, even if the project has focused on establishing the right environment for other investors in tourism infrastructure, the reality of the context may be simply that there are none and so it was best if the project undertook these activities.

³³ The TE bore witness to this as the TE mission took place at the height of the mushroom season and at the beginning of the berry season. The number of people involved in mushroom and berry collection was a symptom of the dependence of people on these resources.

98. Furthermore, there were a few instances where the project may have strayed a little from the original purpose of the project – particularly with some of the outputs that were produced by the project and its partners. While they are, without doubt of some interest, it is questionable whether all the publications were absolutely necessary to achieve the intended goal, objective and outcomes of the project.

4.2.3 Effectiveness & Efficiency

99. As partly described above, the project has carried out a vast array of activities. The question, then, is how have these activities contributed i) to overcoming the threats to biodiversity and their root causes, and the barriers to a representative and effectively managed protected area system within the Komi Republic, ii) to the achievement of the expected results of the project and iii) to achieving the Goal, Objective and Outcomes of the project? The third point here has been dealt with above. Here, then, I deal with the other two points.

100. First, how effective has the project been in overcoming the threats to biodiversity and the root causes of the threats, and the barriers to a representative and effectively managed protected area system within the Komi Republic (as described in Section 2.2 and the Project Document)?

Threat	Project’s response and effectiveness
Unregulated timber harvesting (which, in turn, was divided into illegal logging, poor regulation of legal logging activities and unsustainable logging practices)	With the exception of improving protection within the protected areas themselves, the project did little to control unregulated timber harvesting across the rest of the Komi Republic (where the issue is greatest). However, the more effectively managed protected areas provide more secure refugia for biodiversity (and specifically trees).
Unregulated harvesting of non-timber forest products (NTFPs, again, divided into subsistence hunting/gathering by local communities, illegal heli-poaching by high-ranking officials and/or business people, and illegal harvesting by natural resource inspectors or monitoring staff)	By protecting natural resources within protected areas, the project has contributed to preventing unregulated harvesting of NTFPs. The project also implemented a scheme that has virtually eradicated heli-poaching.
Unregulated tourism	The project took significant steps to regulate tourism in the majority of the sites in which it worked, most notably to the Manpupuner rock formations, within the Yugyd va National Park and across a number of regional protected areas.
Oil and gas exploration and production The mining industry Infrastructure associated with oil, gas and mining industries	The project did not directly tackle these threats; however, by working with the industries to promote corporate social responsibility (CSR), the project contributed to reducing the impact of these industries on the environment.
Forest fires	The project worked directly with improving responses to forest fires (under the German

	Government ICI grant, see Annex IX).
Root causes	
The PA system is not protecting many high biodiversity areas within the republic	This was addressed with the gap analysis.
Capacity constraints – specifically low staffing numbers – means that there is a low risk of being caught or being prosecuted	The project did not deal with this or even manage to leverage higher staffing levels for the individual PAs. In contrast, the project catalysed the establishment and staffing of the PA Centre.
Funding for existing protected areas is very low	The project leveraged greater levels of funding at all levels: the federal protected areas, the republican protected areas and the system itself.
Dependence on natural resources linked with improved infrastructure leads to over-harvesting	The project did not influence the dependence of people on natural resources but in a small number of protected areas access to natural resources is now better regulated. Improved access through improved infrastructure will continue to be an issue <i>outside</i> of protected areas.
Some of the regulations and many of the attitudes towards nature are “out-dated”, stemming from a desire to “tame” nature	The very existence of <i>zapovedniks</i> (or Strict Nature Reserves) somewhat challenges the concept of taming nature! However, some of the concepts are, indeed, outdated; or, conversely, the contemporary thinking and rationales have yet to be incorporated. Despite this and pragmatically, the project did not engage with changing regulations or legislation.
Barriers	
Deficiencies in representation of ecosystems, the integrity of ecosystems that are represented within the system and the connectivity among protected areas	Dealt with through the gap analysis, as above.
A legal and policy framework that was not conducive to improved protected area management effectiveness	As mentioned above, the project did not engage with attempting to change the legal and policy framework. This was a pragmatic, realistic and correct decision.
Low capacity – particularly in the republican protected areas	Training was provided where there was capacity but the situation remains largely the same: many republican protected areas still have low or no capacity or allocated resources (both human and financial).
Funding for protected areas is low	See comment under root causes.
A low awareness of the value of protected areas and a lack of integration of protected areas within the Komi Republic growing economy	The project expended resources and energy to changing awareness. Whether increasing awareness has successfully overcome barriers to effective management of the protected

	<p>areas remains a question. The project has, however, put into place the foundations to demonstrate the importance of the protected area system (although this will have to be monitored by the PA Centre and reported to the Government of the Komi Republic).</p>
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101. Second, has the project effectively achieved the expected results (as described in Section 2.6)?

Expected result	Project's response and effectiveness
Accelerating the rate at which a systemic approach to the project areas was adopted.	The project did indeed accelerate the rate at which a systemic approach was adopted.
Adoption of a business planning approach both at the systemic level but also at the level of the individual protected areas	Business plans were prepared and approved for a number of protected areas. However, while a strategic plan was developed for the system, no specific business plan was developed at the system level.
Better representation of the ecosystems of the Komi Republic within the protected area system, both in terms of all ecosystems and habitats, but also in terms of high biodiversity value areas. In addition, the connectivity among the protected areas should also have been improved. This would result in rationalisation of the protected areas within the Republic – including degazettement of those areas whose values had been undermined (or were never present from the outset) while establishing new protected areas (the sum of the areas of which would be greater than that of the degazetted areas).	The gap analysis (while arguably not as complete as it could have been) resulted in proposals for degazetting some redundant protected areas as well as proposals for new protected areas.
A protected area agency would be established	The PA Centre for the Komi Republic was created, equipped and staffed. Systemic capacity was, therefore, developed. At the level of some of the protected areas, capacity remained low.
Improved systemic capacity at both institutional and individual levels	
Tourism development plans developed for the key protected areas in the Komi Republic	This was completed and, indeed, the project assisted with the implementation of the plans.
Improved coordination between the federal and republican protected areas and the agencies responsible for their management	Coordination was carried out over the course of the project through the PSC. However, collaboration will continue through the PA Centre, the NCP, and through the <i>Agreement on Partnership and Cooperation in the Field of Biodiversity Conservation and Development of Protected Areas in the Komi Republic</i> signed on 4 February 2014 by all the interested parties

<p>A re-constituted and capitalised Ecological Fund</p>	<p>This result was not achieved because legal analysis carried out by the project found it to be unfeasible. Instead, the project catalysed the establishment of the NCP. Because there was no system level business plan (or financial sustainability plan, detailed analysis of whether the NCP (coupled with other sources of funding) will sustain the system in the long-term.</p>
<p>The primary threats to biodiversity within the Komi Republic would be overcome – including illegal and/or unregulated hunting, fishing, and harvesting of other non-timber forest products</p>	<p>See table that includes threats, above.</p>

102. In conclusion, then, the project was largely effective in achieving its objective, outcomes, expected results, as well as contributing to countering threats and their root causes, and the barriers to an effective and sustainable protected area system in the Komi Republic.

103. In terms of efficiency, the project carried out a vast array of activities with relatively low budget. As with the majority of UNDP-GEF projects, the competitive procurement processes were specifically designed to ensure good value for money. Indeed, the project team was fastidious about carrying this out. Because of the large number of procurement processes and contracts awarded over the course of the project (283 competitive tenders, 110 requests for quotation, 53 contracts with individuals and 166 contracts with legal entities or organisations), this proved to be very time consuming. The project team, therefore, found even more efficient ways of managing contracts: this was by finding coherence among the pieces of work to be carried out and procuring them under one process.

104. In addition to these mechanisms of ensuring cost efficiency, the project also sought tax exemptions for a number of pieces of equipment that needed to be imported into the country. While these were extremely time consuming for some of the members of the team, a cost-benefit analysis would reveal that, at least in terms of cost-effectiveness, they were efficient: indeed, they saved the project the equivalent of RUB 225 million.

105. As detailed in the section on Project Finance (see section 3.2.4), the project also leveraged a large sum of money, both in cash and in-kind from the federal and republican governments, non-governmental organisations, the private sector and from other international donors. Two substantial grants from the Government of Germany’s ICI and the EU’s ClimaEast Program, respectively, were managed and implemented by the project team. This represented outstanding efficiency and good value for money.

106. There were only two relatively minor issues to the project management. First, because the finances of the two other grants were not available to the TE, it is difficult to comment on the overall project management efficiency. Thus, while the project remained within the 10% of the GEF grant permitted for covering project management costs, it remains unknown the degree to which the large team was supported by the other two projects and, finally, the overall project management costs

relative to the overall sum of the grants managed and implemented by the project team. If this remained significantly less than 10% of the additive value of these three grants, then this too would represent outstanding cost effectiveness.

107. Second, when awarding contracts, UNDP rules specify that the winning bidder can only receive 20% of the value of the contract in advance when the contract is awarded. However, on occasions with construction contracts when the value of the materials was significantly greater than 20% of the contract – as was the case in *all* the construction contracts – the winning bidder needed to take out expensive loans (the costs of which were eventually deferred to the project because they were anticipated and included in the bids). Had the project been in a position to transfer, say, 65% of the value of the contract, this would have resulted in significant reductions in the costs of construction contracts. When possible, therefore, and when it is prudent to do so, the UNDP-CO should be able to make a greater proportion of the overall costs of construction in the initial payment.

Item	Rating	Comment
Outcomes		
Overall quality of project outcomes	S	This has been (only) rated as satisfactory because the project has largely focused on inputs and outputs (some of which were at least two degrees of separation from the intended outcomes and impacts) in the hope that this will lead to outcomes and impacts. Thus, while many of these inputs and outputs are valuable, whether they were all truly relevant to the development of the protected area system was sometimes questionable. Nonetheless, the project has built the foundations for the full development of the protected area system of the Komi Republic. The project was highly effective and efficient at those tasks that it carried out and completed a vast array of activities. A number of steps were taken to ensure cost efficiency and the project also leveraged significant funding from government, private-sector and non-governmental organisations.
Relevance	S	
Effectiveness	HS	
Efficiency	HS	

4.2.4 Country ownership

108. One of the key factors for success of the project was the degree of ownership – not by the federal government – but by the government of the Komi Republic. To be fair, this included the representation of the federal MNR in the form the Komi Division of the Federal Supervisory Natural Resource Management Service (*Rosprirodnadzor*). In addition, the Russian Academy of Science was represented through the Institute of Biology, which falls under the Komi Science Centre which, in turn, is a branch of the Russian Academy of Sciences. However, the Government of the Komi Republic – from the Head of the Republic down – were highly supportive of the project. This was limited to the central government within the Komi Republic but extended also to the districts within which there were protected areas and, consequently, with which the project worked.

109. As mentioned in Section 3.1.8, three technical “working groups” and three “expert councils” were constituted for technical input into the project and for its implementation. This significantly increased the feeling of ownership among key stakeholders.

110. In addition, there was a great deal of participation of and communication with a large number of stakeholders throughout the Republic. The Project Manager had an email list of some 500 people and these stakeholders were regularly consulted regarding a number of decisions and informed of project progress. Such a degree of inclusiveness is to be applauded. There is, however, a balance that needs to be sought in such projects: the balance between participation and inclusiveness, and ungainliness and inefficiency. Indeed, a small number of stakeholders that the TE met in the Komi Republic complained that the degree of inclusiveness was leading to inefficiencies. In this case, though, I believe that the right balance has been achieved and, to reiterate, the resulting feeling of ownership among the authorities at all levels within the Komi Republic was a key factor to the success of the project.

4.2.5 Replication, mainstreaming and catalytic role

111. One of the principal products of the project was to carry out business planning at the level of the protected area. Thus, as mentioned above, business plans were produced for Yugyd va National Park, Pechora-Ilych *zapovednik* and four regional protected areas. This was the first time that business planning has been carried out in the Russian Federation and, as a result, the project produced guidelines for carrying out business planning in Russian protected areas.

Item	Rating	Comment
Catalytic Role		
Production of a public good, Demonstration, Replication and Scaling up	S	Most importantly, as far as replication is concerned, was that the project was the first to develop business plans for protected areas and that there is a great deal of interest to replicate these elsewhere. Furthermore, if the project produces guidelines for the development of the NCP and public-private partnerships, these may be replicated elsewhere as well. Finally, there is significant interest from other regions within the Russian Federation to replicate the experiences of the project.

112. In contrast (and as mentioned in Section 3.3.1), at an average of 2.2 people/km², the Komi Republic has a very low population density (at a global level; when viewed within the context of the Russian Federation, there are large areas of the country with even lower population densities; see Figure 1). Despite this, the Republic is only targeting a protected area system that will cover 15.5% of the area. It would have set an extraordinary precedent had the Komi Republic had opted for a more ambitious coverage for the protected area system. This would have sent an important message – perhaps prompting replication elsewhere – about the degree to which protected areas are valued.

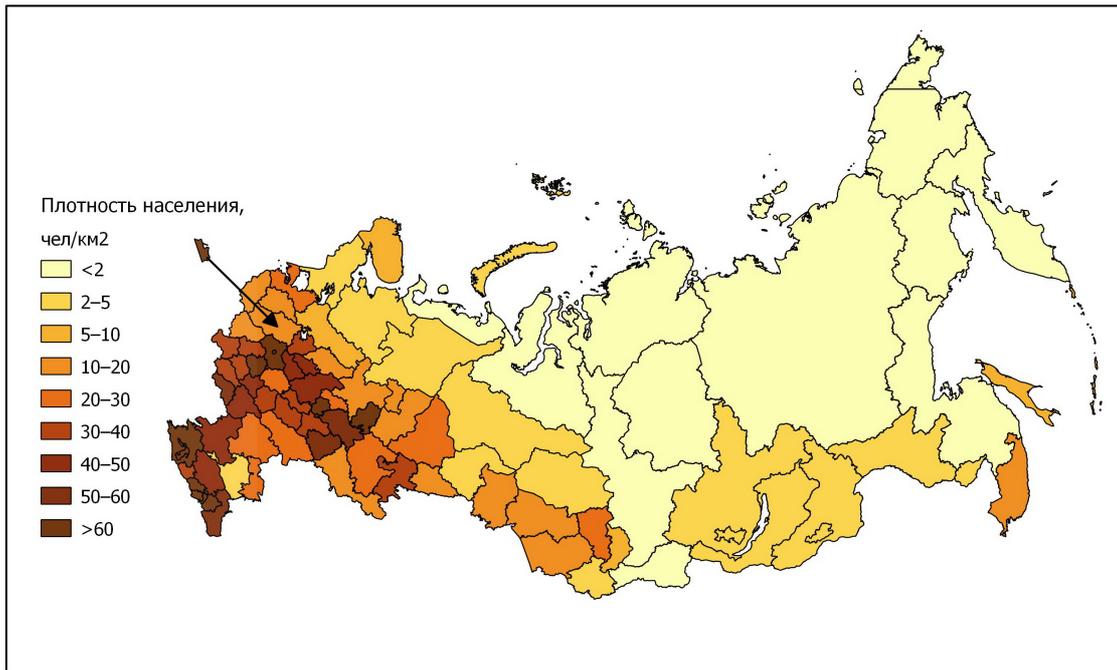


Figure 2. The population densities across the regions of the Russian Federation. (map from: <http://www.hoeckmann.de/karten/europa/russland/index-en.htm>).

4.2.6 Sustainability

113. The analysis of sustainability is split into: financial sustainability, socio-economic sustainability, institutional sustainability and environmental sustainability. Of course, as an environmental project, environmental sustainability is at the heart of the project and all these other aspects of sustainability all influence environmental sustainability.

114. *Institutional sustainability.* When projects establish new institutions, a key question is what was done to ensure the sustainability of the institution. Over the course of the project, the PA Centre for the Komi Republic was established. The sustainability of this institutional has been assured through the following actions: i) the centre has been fully equipped and staffed, ii) the staff of the PA Centre were given training, including exposure on three international study tours and ii) because the PA Centre was legally constituted by the Komi Government, there is a commitment to ensure that it receives an annual budget. Further, the project expended resources and much energy to improve knowledge and awareness among a broad range of stakeholders to the importance of protected areas. As measured through surveys, the awareness has increased – at least among the surveyed groups, which included senior staff in the Komi Government. As a result, the project has done everything in its power to ensure the sustainability of the PA Centre. If it fails now, it will not be because of the project but risks still exist to the sustainability of the PA Centre. The only mechanism available from here out to mitigate those risks are for the UNDP-CO, the UNDP-GEF RTC and the GEF itself to remain vigilant and, as necessary, use whatever political capital they can muster to apply pressure to ensure the continued sustainability of the PA Centre. In order to facilitate this, the PA Centre should disseminate all its future reports, ad infinitum, to the UNDP-CO and UNDP-GEF RTC.

115. The second institution that was established over the course of the project was the NCP. The project invested substantial amounts of money into the NCP. The sustainability of the NCP is moderately likely because there are a number of concerns: i) in the absence of the project, how will additional equipment be procured and how will existing equipment be maintained? ii) is there a threshold to the work – therefore, a point at which the NCP no longer has a function and, if so, once the threshold has been reached – how will the recurrent costs (salaries, maintenance) be covered? iii) the NCP does not have a business plan of its own (cf. those of the protected areas) to guide the evolution of its business including sustainability.

116. *Socio-economic sustainability.* While socio-economic work was not central to the project, various aspects touched on socio-economics of the region and of local people living in the vicinity of protected areas. There were two areas, in particular, in which the project influenced socio-economics: i) tourism and ii) natural resource use. I shall discuss these briefly in turn.

117. The project carried out various activities for tourism, as discussed elsewhere in this report. These included: business plans for key protected areas, building infrastructure for tourism in the protected areas (including accommodation and information boards), training for local guides and tourism operators, and investing in tourism attractions (e.g., the elk breeding centre near the Pechora-Ilych *zapovednik*). Despite these activities, key sustainability questions do exist over tourism in the region. First, there is little evidence of a marketing strategy for the key protected areas although interest in the region was significantly boosted in 2008 when the Manpupuner rock formations were selected as one of the Seven Wonders of Russia.

118. Second, even when marketed successfully and when booming, tourism is a fickle industry and susceptible to the vagaries of politics and economics. As such, the protected areas, guides and other tourism operators should develop a diverse marketing strategy, and local and national tourism should form the foundation of people targeted as tourists to the area.

119. It is thus arguable that the project could have done more to ensure sustainable tourism in the region through the production of the business plan for the protected area system of the Komi Republic (as specified in the Project Document). Such a business plan could have included a section on sustainable tourism (with all the components that that would include – impacts of tourism on the environment, monitoring tourism and their impacts, sustainable markets, marketing strategies, etc.

120. With regard to natural resources and natural resource management, the activities of the project will contribute to the sustainability of both the natural resources but also, in this context, the users.

121. *Financial sustainability.* The business plans that the project developed for the protected areas – and particularly Yugyd va National Park and Pechora-Ilych *zapovednik* – were focused specifically on financial sustainability.

122. I have already addressed the remaining issue regarding financial sustainability above – that of the PA Centre.

123. The only aspect of financial sustainability to which there is a risk is the maintenance of tourism infrastructure in which the project invested. If there are any reductions in tourism (for any reason), the tourism infrastructure will be the first things that the protected area authorities will neglect. Even in good years, it is questionable whether they will allocate sufficient resources (which are limited in any

case) to the maintenance of this infrastructure. It is not uncommon in many parts of the world for tourism infrastructure to be neglected and, over time, to fall into disrepair (until yet another externally funded project comes to re-build it). This must not happen and the PA Centre and other project partners should ensure that the protected areas are allocating sufficient resources (through incorporating a depreciation line in their annual budgets).

124. In conclusion, then, the project has done what it can to ensure financial sustainability.

125. *Environmental sustainability.* As suggested above, environmental sustainability is dependent on the combination of institutional, socio-economic and financial sustainability. It is also dependent on other externalities and threats, a good example of which would be industrial development such as oil and gas exploration, development and production.

126. Given that the project has ensured that institutional, socio-economic and financial sustainability is likely, it is only these external threats that may undermine the likelihood of environmental sustainability. And, indeed, given the oil and gas reserves of the Republic (and beyond), if global human consumption of such natural resources continues at current rates, in the long-term, it is relatively likely that there will be tensions and pressure to explore, develop and produce from other fields in the Komi Republic.

127. A further overall conclusion about sustainability is that the project has a significant added advantage over many other projects in that the EU funded ClimaEast program will continue for a further two years and it does this still under the auspices of the UNDP-CO. The PM, administrative members of staff and the technical personnel associated with this particular aspect will continue to work. Thus, despite the closure of the GEF-funded component, they will still be in a position to continue to follow the progress of the processes and ensure their sustainability.

Item	Rating	Comment
Sustainability		
Overall likelihood of risks to sustainability	L	The sustainability of the processes and impacts (insofar as the project has had impacts) are likely. A few factors remain that may undermine the sustainability (some of which we beyond the control of the project), including the unpredictable political situation and, in the long-term, the desire to explore for and produce oil and gas. The project built two institutions (the PA Centre and the NCP) and has done whatever it can to ensure their sustainability. The project also contributed to developing tourism infrastructure within various regional protected areas and the Yugyd va National Park. Without tourists, this infrastructure will not be maintained; without marketing, tourism will not flourish. Overall, however, the project has made significant contributions to the foundations of the protected area system of the Komi Republic and as such the environmental sustainability and impacts, accrued over time, should be substantial.
Financial sustainability	L	
Socio-economic sustainability	L	
Institutional sustainability	L	
Environmental sustainability	L	

4.2.7 Impact

128. As has been mentioned a number of times through the report so far, the project focused on inputs and the production of outputs. This begs the question of what

impact the project has had, specifically on the biodiversity of the Komi Republic and on the biodiversity within the protected areas in particular?

129. The logframe focused on proximal indicators but there were no impact indicators. Thus, for example, the indicators were focused on aspects such as the size of the protected area system, the effectiveness of the management of the protected areas, the capacity of the protected area management agencies, the creation of institutions, the financial sustainability of the protected area system, and the awareness of various target groups of people. All these are valid and important but, with the exception of a measurement of the extent of the protected area system (which is the one indicator that the project did not manage to achieve although it is on track to achieve it at some point), all the others are not impact indicators and can be achieved simply through inputs and production of outputs. It is, therefore, difficult to say that the project has had impacts on the basis of the logframe indicators.

130. There were interviewees over the course of the TE mission who did express frustration that the project had had little impact, particularly in some of the republican protected areas.

131. There was one unmeasured and unmonitored impact that the project did have: to reduce the incidence of heli-poaching. If the project had chosen to monitor this (and it would have been an excellent example of adaptive management had they had monitored it), for the units used to have any meaning, they would have to control for the effort – however the project might have chosen to measure that.

5 Conclusions, Recommendations & Lessons

5.1 Conclusions

132. In conclusion, then, from the point of view of implementation, the project has been near perfect. The project has carried out a vast amount of work, its delivery of expenditure against budgets has been outstanding, the team has worked effectively and with great dedication and there have been excellent examples of adaptive management. And while the impacts have yet to be significant, the *key result of the project is to have effectively put into place the foundations for a functional and effectively managed protected area system for the Republic of Komi*. The project has a small number of minor shortcomings; these have been described in this report. However, in terms of results, with the exception of one indicator, the project has achieved everything that it set out to achieve. And of that one indicator (which was to have established a net increase of 10,000ha of protected areas within the Republic), i) the proposed Koigorosky National Park is due for gazettelement in 2018 and ii) the approved strategy for the protected area system of the Komi Republic contains plans to increase the net coverage of the protected area estate by 1,130,248.85ha by 2030. In short, the foundations have been established for the increased coverage of the protected area estate many times larger than the expanded coverage proposed in the project's logframe.

133. The final conclusion is that this has been a **highly satisfactory** project and that if every GEF project were carried out with the same degree of efficiency and effectiveness, the global environment would be in a better state than it is at present.

Item	Rating	Comment
Overall project results	HS	The project achieved its overall objective of establishing the protected area system of the Komi Republic. There were only minor shortcomings but the project has built the foundations to ensure these minor shortcomings are overcome.

5.2 Corrective actions for the design, implementation, monitoring and evaluation of the project

134. *Retain vision on impact.* As mentioned above, there were a small number of minor shortcomings. Most importantly, it is important for projects to retain a view on the goal, objective, and outcomes of the project and, particularly, the impact that is intended. This project falls under GEF’s Biodiversity Focal Area and the ultimate intention is to have a positive impact on the biodiversity of the area in which the project is taking place. Therefore, while inputs and a focus on the production of outputs can be useful and are sometimes essential, projects must examine every activity that they carry out (both those already written into the project document and those that are carried out as part of adaptive management) and consider carefully how they will contribute to achieving the project’s intended impacts. Further to this, projects should also consider how to measure the impact of the activities they undertake. This project is a rarity in that two target groups were surveyed for changes in knowledge, awareness and attitude (but not for changes of behaviour or even intended changes of behaviour – which are the intended impact of awareness campaigns).

135. In addition, for those activities with indirect or tenuous connections to the project’s intended impacts, project implementation teams should consider the assumptions and risks that creep in as the degrees of separation between the activity and the intended impact increase. The example described above is that of tourism infrastructure. Developing tourism infrastructure, as was done by the project, assumes i) that tourists will use it – which, in turn, assumes that a marketing strategy is in place and is successful, ii) that the infrastructure will be maintained, iii) that the impacts of tourists on the environment will not outweigh the financial benefits that the protected areas accrue, and iv) that the financial benefits accrued by the protected areas will be used to improve the management effectiveness of the protected area. In short, then, carrying out an activity that may, indeed, be beneficial for improving the management effectiveness of protected areas may on the surface appear to be logical or appealing but it may introduce other risks and assumptions that then need to be managed in addition.

136. *Get the logframe right.* The logframe is central to how the project’s success is measured. It should, therefore, be carefully designed such that if and when the indicators, the project’s goal, objective and outcomes will be fully achieved. The indicators should be just that – indicative – but projects should not focus *only* on achieving the indicators because they are only part of the bigger picture of the goal to which a project should be contributing.

137. Despite the changes to the logframe proposed by the MTE and despite the discussions that the MTE must have had with the PM, the logframe i) was still unsatisfactory from the perspective of the PM and ii) was not fully adjusted to reflect the recommendations of the MTE. The result was that while the logframe for the

project was *not bad*, it did not fully reflect the direction in which the PM thought the project should be going and hence it was somewhat neglected.

138. *Under-ambition protected area coverage.* This point has been belaboured through the report. In summary, the protected area coverage targeted by the project – and ultimately in the strategic plan for the *official federal and republic level* protected area system of the Komi Republic – is arguably under ambitious when compared with targets that have been achieved or are targeted in other areas with significantly higher population densities. It would have set an outstanding precedent if the coverage target had been in some way inversely proportional to the low population density of the Republic.

139. *Next steps in tourism development.* In order to secure the investment that the project has made into tourism infrastructure, principally in the Yugyd va National Park, the project should have considered (with the partners – including the PA Centre, the NCP and the National Park authorities themselves), what the next steps would be to ensure that the assumptions and risks associated with developing the infrastructure were overcome. Included in this should have been a marketing strategy, the implementation of which could have already been started.

140. *Improving value for money with construction contracts.* As discussed above, the advance for construction contracts, on signature, is maximum 20% of the value of the contract (see section 3.3.3). This leads to the overall contract being more expensive, in the long run, because the contractor then claims that he needs to take out a(n expensive) loan to procure all the materials for the construction project. The cost of the interest on the loan is then transferred onto the project.

141. The alternative is that, on contract signature, an advance of, say, 65% of the value of the contract is made. This would negate the need for such a loan and the interest paid on the loan, and hence increase cost effectiveness.

5.3 Actions to follow up or reinforce initial benefits from the project

142. There are a number of actions, which, if carried out, would enhance the benefits and processes that the project has been implementing.

143. *Transfer the information on the project's website to that of the PA Centre.* The project's website is outstanding in the amount of information, both in English and in Russian. This is a valuable resource and should all be transferred to the website of the PA Centre. The maintenance of the PA Centre's website should also be ensured through the allocation of sufficient resources in their annual budget. This should include the *.pdf documents of all the project outputs.

144. Further to this, because the majority – if not all – of the schools have internet access, the PA Centre and project should work with the Ministry of Education of the Komi Republic to create links from to ensure i) the teachers are aware of the PA Centre's website and the resources on it and ii) to ensure that the resources and information are used.

145. *Ensure the implementation of the protected area system strategic plan.* This is probably the key output from the project and has been approved by the Government of the Komi Republic. The legacy of the project – and how the project is judged in the long-term – hinges on whether or not this strategic plan is implemented. In the coming two years, as members of the project team continue to implement the EU funded ClimaEast project (see Annex X and which has linkages with the protected

area system in any case), they should monitor the implementation of the strategic plan and use whatever political capital they can muster to nudge it forward.

146. Because the strategic plan spans a long period of time (its third phase ends in 2030) and unlike the project's own long development history (which was bolstered by having the same people following it through the development process), ensuring that it is fully implemented and does not suffer from any changes in priorities within the Komi Government will be challenging. Thus, for example, while the project has worked hard to improve the knowledge and awareness to the current cohort of government workers, whether such knowledge and enthusiasm for the protected area system can be sustained for the coming 15 years is questionable. It is important, therefore, that as the senior members of staff move towards their retirements, it will be important that a similar emphasis that they themselves put on the protected area system is transferred to their successors. For example, with all due respect for him and for what he has done for the project, I would not expect the Head of the Komi Division of the Federal Supervisory Natural Resource Management Service (*Rosprirodnadzor*) to continue in his current position until 2030, however positive that would be for the protected area system. Thus, as and when he moves on, he should ensure that his successor is motivated to carry on his work with the same energy and enthusiasm that he put into it.

147. In the point above, I mention the website of the PA Centre. In the interests of transparent monitoring, the strategic plan should be central to the website. Indeed, the design of the PA Centre's website should be such that it displays the progress toward achieving the goals and objectives in a simple and elegant way. This will allow all interested people to monitor the progress and it will encourage the PA Centre and the Komi Government to make good on their commitment to implement the strategic plan. In addition, the PA Centre should strive to keep the UNDP-CO and the UNDP-GEF RTC informed of progress in the future.

148. Finally, a much more pie-in-the-sky idea is that there could be follow-up grants to assist with the implementation of the protected area system strategic plan. As the new protected areas are established – such as the Koigorosky National Park – they will require significant human and financial resources to ensure the function optimally right from their establishment. One lesson that has been demonstrated not only within this project but also other UNDP-GEF projects in the country is that there are certain budgetary categories that are more difficult to include into the government budgets. Additional, external grants will be useful, if not essential, to capitalise the newly established protected areas. The GEF's practice of allowing follow on grants has lessened of late (although the practice continues with other grant-making bodies). However, with such a strong foundation in place, the UNDP-CO and the Komi Government should work together to source funding that will facilitate the optimal establishment of the new protected areas as foreseen in the strategic plan for the republic.

149. *Lessons learned for the establishment of protected areas.* With the project's support, one regional protected area (Kargorskiy protected natural landscape) has been established and significant steps have been taken to establish the Koigorosky National Park. Furthermore, buffer zones to federal protected areas have been established. These are important lessons that could be useful for other regional authorities wishing to establish protected areas (not least the government of the Nenets Autonomous Area which is trying to establish protected areas under the EU

ClimaEast project). As such, I recommend that the project produce a short memorandum on the processes used and lessons learned for the optimal establishment of regional and federal protected areas. This need not be a paper-printed memorandum, but could simply be posted on the various websites (e.g., the project's website, that of the PA Centre, the UNDP-CO and possibly that of the federal MNP). These guidelines would be a useful addition to the manual on protected area business planning that the project has already published.

150. Another aspect that could be included in such a memorandum is the decision-making process to degazette redundant protected areas such as those that will be degazetted within the Komi Republic.

151. *Institutionalisation of the METT.* The state of tools for monitoring the management effectiveness of protected areas within the Russian Federation is a little confusing at present and there may be attempts to harmonise this in the future. However, in the meantime, it would be advantageous if the PA Centre works to adopt the METT for all the protected areas within the Komi Republic and, perhaps in collaboration with the Institute of Biology, it should carry out the analysis of the management effectiveness of all protected areas every three years. When doing so, it should be remembered that the METT is not simply a monitoring tool with a total score that may be compared over time, but it is optimally used as a management-planning tool. Thus, protected area managers should analyse the areas in which gains could (or should) be made and specifically target those areas in future workplans and budgets.

5.4 Proposals for future directions underlining main objectives

152. Coupled with the ideas described in the above paragraphs, there are a number of other proposals that would continue to contribute to the project's goal and objective, but in a broader perspective.

153. *Transparency and accountability of NCP.* As mention above (see Section 3.3.1), the NCP needs to be transparent and accountable building on the level of accountability that was already achieved during the project's life (e.g., at the project's PSC meetings such as that of 06 February 2014³⁴ and that of 01 February 2013³⁵) and through reporting on its website³⁶). This should continue and even be extended to include being technically and financially audited by independent auditors to the satisfaction of its founders. Certainly, technical and financial reporting to the founders needs to continue.

154. *Publish a memorandum that allow for replication of the NCP.* While the protected area system within Russia is supported by a number of non-governmental organisations, few, if any, play the same role as the NCP established under this project. As a result, it would be good to publish, in brief, *the story* of the NCP – the rationale that underpins it, the roles and responsibilities that it will fulfil, how it will be overseen and managed, how it will be transparent and accountable and to whom, and how it will be sustained. This can be written as a memorandum for other regions around the country if they wish to replicate the experience within the Komi Republic.

³⁴ See http://undp-komi.org/en/index.php?option=com_content&view=article&id=258:the-6-th-meeting-of-the-steering-committee-of-the-undpgef-kr-pa-project&catid=22:news&Itemid=39,

³⁵ See http://undp-komi.org/en/index.php?option=com_content&view=article&id=1174:2013-02-01-13-08-06&catid=23:2009-03-17-19-33-08&Itemid=43

³⁶ See <http://pshpark.org>

155. *Protected area categories.* Finally, in another evaluation, I report on the status of the protected area system of the Russian Federation and the capacity to make changes to this³⁷. However, in the context of the Komi Republic, it is worth mentioning that the protected areas categories in place fall within the framework of the Russian legislation. In my view and relative to the categories of protected area that function elsewhere in the world, this appears to be limiting. At present (and for various reasons explored in the other evaluation to which I refer), it is highly unlikely that there will be any broadening of the categories of protected area at the federal level. However, projects such as these offer the opportunity to explore and to innovate, and to demonstrate whether or not the innovations are worthwhile³⁸. Thus, if they are successful, this success can be evaluated by the policy-makers at the federal level to consider whether adjustments to the protected area definitions in operation in Russia could be beneficial.

156. It should be further noted that the de facto situation is already that there is a loosening within the application of definition of the protected areas. Thus, tourists are being allowed access to *zapovedniks* (or Strict Nature Reserves) – in this case to the Manpupuner rock formations of the Pechora-Ilych *zapovednik*. However, a brief survey of protected area categories around the world will demonstrate that the current situation in Russia is limiting, particularly in rural regions such as the Komi Republic where there is a high degree of dependence of local communities on natural resources. For example, the concept of community conservancies – where local communities manage the natural resources of an area (which then becomes a de facto protected area) – has become quite well developed in various parts of the world³⁹.

157. Finally, when considering the function of protected areas, it is not only the inclusion of the dependence of local communities on natural resources that is important. There are many other factors to consider – and these should be included when carrying out gap analyses. Among them are the following (but by no means is this an exhaustive list):

- a. Biodiversity – at all levels from ecosystems, communities of species, species themselves, and genetic resources
- b. The natural resources on which local communities are dependent (e.g., hunting, fishing, non-timber forest products – such as the mushrooms and berries of the Komi Republic, grazing, fuel, construction materials)
- c. Ecosystem services (including those of climate change mitigation and adaptation) provided by natural systems (e.g., water catchment, water storage, water flow control, locking up greenhouse gases such as methane, carbon dioxide sinks and storage, areas or corridors that are important for species or groups of species, and tourism)
- d. The scientific, aesthetic, historical or cultural values that different groups of people might attach to different areas.

³⁷ See the Terminal Evaluation of the UNDP-GEF project “*Strengthening the Marine and Coastal Protected Areas of Russia*”.

³⁸ Comments of the first draft of the report, the PMU notes: “*The Specially Protected Landscape Kargortskiy, a new protected area type, was established, for the first time with the project’s direct involvement*”

³⁹ Comments of the first draft of the report, the PMU notes: “*A pilot survey was performed under the Project to prepare rationale for a model area that is to work on similar principles (Eremeyevskoye Forest Ranger District)*”

5.5 Best and worst practices in addressing issues relating to relevance, performance and success

158. This final section of the report will summarise some of the lessons that can be learned from the project. A reader of the report will, by this stage, appreciate that the project had few flaws – only minor shortcomings in a small number of areas – and, as such, the following list really reads as some of the *best practices*; of worst practices there really were none.

159. *The team composition is critical to the success of the project.* This may seem resoundingly obvious but the components of this projects that were most successful were those in which the PM was most comfortable with the responsible team member. In addition, a significant part of the success of the project was down to the following two factors: i) the National Project Director (NPD) was one of the original conceivers of the project and remained involved until the very end of the project, and ii) the Project Manager (PM) is a good example of what a good project manager should be: extremely dedicated, able to think adaptively, well connected and respected, and knowledgeable.

160. *People – and personal connections – are important.* Further to the point above, the personal connections and political capital that people bring to projects are important for their success. In this project, it was the personal connections of the NPD and the PM that leveraged a significant amount of funding from public-private partnerships and it was their political capital that assisted with the establishment of the PA Centre and the approval of the strategic plan for the protected areas of the Komi Republic. Irrespective of our desire that decisions and initiatives should be based on merit alone, the reality is different and does rely on personal connections and political capital. This situation is not limited to the Russian Federation alone (nor, for that matter, to the Komi Republic) and is much more widespread than anyone would like to openly acknowledge. All this makes the selection of NPD and PM all the more important, and this selection can make the difference between a successful and an unsuccessful project.

161. *Sharing experiences and leaning from other projects remains important.* When Project Managers take on the task of implementing multi-million dollar GEF full sized projects, it can seem daunting. The learning curve is steep with many different procedures and processes to learn. Sharing experiences and learning from project managers who already had significant experience is, in these circumstances, extremely useful. As such, it was useful for the NPD and the PM for the project to visit one project (the UNDP-GEF Altai-Sayan project) to glean whatever lessons from the project staff as they could. Now, six years later, the NPD and PM have equally learned important lessons – such as efficiency in procurement processes and tax exemption processes, the establishment of protected areas, the establishment of a regional protected area directorate – among others. In summary, having learned lessons before the project began, they now have important lessons to pass on to future project managers.

162. *Get the logframe right!* As discussed above, the PM was not completely happy with the logframe and at least one of the indicators was not successfully achieved. Given the importance of the logframe, both as a tool to feed into UNDP and GEF evaluation processes and as a tool for the evaluation of the project itself, it is essential to get it right. There are four points in a project's life at which the logframe may be adjusted: i) when originally forged in the PIF, ii) when described in full in the project

document, iii) during the inception phase as the project's implementation is starting, and iv) at the point of the project's mid-term review. It is also important that the recommendations, when made at any of these stages of the project's lifetime, are thoroughly examined and incorporated (or otherwise) into the logframe. Whether they are incorporated or not, there should be a written chain of accountability incorporated into the logframe. In other words, iterations of the logframe should, in a "comments" column, contain information about whether or not changes were made at each step of the project and in response to what recommendation and approved by what body and when. This would ensure transparency and accountability.

163. *A justified extension.* At the stage of the MTE, an extension was proposed to allow sufficient time to allow for the establishment of the PA Centre. This was approved and the PA Centre has now been established and is not fully operational. In short, then, the extension was justified.

**Strengthening Protected Area System of the Komi Republic to
Conserve Virgin Forest Biodiversity in the Pechora Headwaters
Region**

**Terminal Evaluation, Volume II
Annexes**

Table of Contents

Annex I: Terms of Reference	3
Annex II: Itinerary of Mission to Russia	7
Annex III: List of persons interviewed.....	9
Annex IV: Members of the Project Steering Committee	11
Annex V: Lists of agreements, products and outputs from the project	13
Annex VI: Framework questions used	32
Annex VII: Maps	34
Annex VIII: List of project assets	36
Annex IX: Brief comments on the BMU/ICI project	41
Annex X: Mid-Term Review of EU ClimaEast pilot project: Protection and restoration of forest and peatland permafrost carbon pools in Komi Republic and Nenetsky Autonomous Okrug.....	43
Introduction	43
Project description including problems that the project sought to address and expected results	45
Conclusions, Recommendations & Lessons.....	63
Annex XI: Evaluation Consultant Agreement Form	65
Evaluation Report Reviewed and Cleared by	66

Annex I: Terms of Reference

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the **“Strengthening the Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region”** Project (PIMS 2496).

OBJECTIVE AND SCOPE

The project was designed to improve the representation of the Scandinavian and Russian taiga and Ural montane forest tundra in the federal, regional and local system of protected areas in Russia and in particular in the Komi Republic being a key repository of biodiversity of these ecosystems. The project supports restructuring of the PA system in Komi Republic by seeking to enhance the systemic and institutional capacities so manage the redesigned system and to diversify income streams to ensure the PA System is more financially sustainable.

In addition to the GEF intervention, in early 2010, with funding from the International Climate Initiative (ICI) of the German government, UNDP launched a project targeting the boreal forests of Komi as carbon stocks which are at major risk from forest fires. The project was designed to build the capacity of local stakeholders and improves infrastructure at targeted protected areas in the Komi Republic enabling them to effectively mitigate human and climate change risks, develop, implement and monitor effectively climate change adaptation measures. Total budget for the ICI-funded project “carbon” component made up EUR 2,999,230 (USD 4,175,118.58), the component is operationally completed as of September 30, 2013.

In 2013, an agreement was reached with the European Union via the ClimaEast initiative to support yet another component of the project aimed at the conservation and restoration of ecosystems in the permafrost. The main objective of the component is to develop and demonstrate effective approaches to conservation and restoration of forests with large reserves of carbon and swamps in permafrost conditions in the Russian North, optimization of their management in a changing climate. The component was initiated in connection with the growth of international understanding of the relationship of climate and permafrost. It is implemented in the Republic of Komi and the Nenets Autonomous Okrug. Implementation of the new component is designed for 4 years (2013-2016). Total funding amounts to USD 3,246,750.00 (EUR 2.5 million), as well UNDP administration fee of 7% (USD 227,272.50). The Clima East Pilot in Russia is part of a larger EU Clima East Pilot project which involves other countries in the Europe and CIS region on issues of peatlands restoration (Belarus, Russia South and Ukraine) and pastures management (Armenia, Azerbaijan, Georgia and Moldova).

As the project is multi-donor funded and includes not only the GEF, but also German ICI and EU funded components which are complementary and share the same implementation approach and modality, the TE will be focused on the assessment of the GEF-funded intervention but also give an opinion of project efficiency, overall impact and sustainability of results for the extended programme and not only the GEF-funded outcomes. This overall TE for the GEF project is timed at the mid-term for the EU Clima East project and thus recommendations related to the EU contribution of the intervention should take this into account (i.e. recommendations as part of an MTE can include suggestion on improvements in further project management and effectiveness).

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects, and as agreed in the EU-UNDP Financial and Administrative Framework Agreement (FAFA).

The objectives of the evaluation (from the UNDP-GEF project and German ICI perspective) are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The objectives for the MTE part of the EU Clima East component is to assess progress towards the

achievement of the Clima East Pilot project objective, identify and document lessons learned (including lessons that might improve design and implementation), and to make recommendations regarding specific actions that might be taken to improve the project. The evaluation will play a critical role in the future implementation of the project by providing advice on: (i) how to strengthen the adaptive management and monitoring function of the project; (ii) how to ensure accountability for the achievement of the EU Clima East Pilot project objective; and (iii) how to enhance organizational and development learning, including among the other peatlands projects under the Clima East.

EVALUATION APPROACH AND METHOD

An overall approach and method¹ for conducting project terminal and mid-term evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR. The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region, EU Clima East Pilot Project Regional Coordinator and key stakeholders. The evaluator is expected to conduct a field mission to Moscow and Syktuvkar (Komi Republic), including pilot project sites in Komi Republic, such as Pechoro-Ilychsky Nature Reserve and Yugyd-va National Park. Interviews will be held with the following organizations and individuals at a minimum: Federal Ministry of Natural Resources and Environment, Nature Protection Agency of Komi Republic, Ministry of Natural Resources and Environmental Protection of Komi Republic, Komi Forest Committee, Pechoro-Ilychsky Nature Reserve and Yugyd-va National Park, the Republican Center for the Support to Protected Areas and Natural Resource Management (Regional PA Directorate), Komi Institute of Biology, RAS Forest Institute, GazpromTransgas Ukhta Ltd., and/or other major private sector stakeholders.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that were reviewed is included in Annex V.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework which provides performance and impact indicators for project implementation along with their corresponding means of verification. The expectations of the EU Clima East project are set out in Outcome 4 of the Project Logical Framework/Results Framework and within the Project Description (see Annex A.2.) The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary.

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>

¹ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

Ratings for the criteria in the Table above will be deemed the same for the UNDP/GEF project and the EU Clima East Pilot, unless otherwise noted in the Table. It is anticipated that ratings on sustainability may differ due to the remaining time remaining in case of the latter project, and the evaluator shall note any such disparities in the Table, using footnotes or comments as deemed necessary by him/her.

PROJECT FINANCE / COFINANCE

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

MAINSTREAMING

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

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.²

CONCLUSIONS, RECOMMENDATIONS & LESSONS

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

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP Project Support Office (PSO) in the Russian Federation. The UNDP PSO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be up to two months; within this time period, up to 32 days working days are expected to be distributed according to the following plan:

Activity	Time allocation
Preparation	4 days
Evaluation Mission	14 days (incl.travel)

² A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROTI Handbook 2009](#)

Draft Evaluation Report	10 days
Final Report	4 days

EVALUATION DELIVERABLES

The evaluator is expected to deliver the following:

Deliverable	Content	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	Evaluator submits to UNDP CO
Presentation	Initial Findings	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Sent to CO, reviewed by RTA, EU Clima East Regional Coordinator, PCU, GEF OFPs
Final Report*	Revised report	Sent to CO for uploading to UNDP ERC.

Annex II: Itinerary of Mission to Russia

Date	Activity
Aug 30	International Consultant, Arrival in Moscow
Aug 31	Meeting with Irina Bredneva, UNDP Program Specialist at UNDP Support Office Russia Travel to Syktyvkar
01 Sept	Presentations by Project Team in Institute of Biology, Syktyvkar Meeting with the Vice-Premier of the Komi Republic Meeting with Ruslan Bolshakov, manager for peat ecosystem rehabilitation Meeting with Yuri Lisin, Minister of Natural Resources And Environmental Protection of Komi at Ministry of Natural Resources And Environmental Protection of Komi Meeting with Aleksandr Popov, Head of Komi Department of the Nature Protection Agency, National Director of the project Meeting at the Republican Center for the Support to Protected Areas and Natural Resource Management Meeting at the Forest Committee of the Republic of Komi with Ruslan Ulyanov, Head of the Forest Committee of the Republic of Komi and Vladimir Drobakhin, Director of the Komi Regional Forest Fire Centre Transfer to Ukhta
02 Sept	Meeting with Andrei Melnichuk, Head of economic component Visits to pilot projects / site infrastructure of the Pechora-Illych <i>zapovednik</i> Visit to elk farm. Overnight at Pechora-Illych <i>zapovednik</i> 's hotel in Yaksha Conclusion of meeting with Andrei Melnichuk, Head of economic component
03 Sept	Meeting in offices of Pechora-Illych <i>zapovednik</i> , including meetings with <i>zapovednik</i> staff members and with Konstantin Satsyuk, Director of the non-commercial partnership Union of Protected Areas of Komi Travel to Ukhta
04 Sept	Field visits to protected area south of Ukhta and Institute of Biology's field station near village of Lyali. Meetings with field station staff members; visit Lyalski zakaznik; visit to Belt zakaznik (to see meteorological and gas flux installation) Travel to Syktyvkar

05 Sept	<p>Presentation by the Institute of Biology in Syktyvkar</p> <p>Meetings with project consultants</p> <p>Meeting with Project Manager</p> <p>Meeting with representatives of various environmental NGOs</p>
06 Sept	<p>Field visits to various sites to the south of Syktyvkar, including water natural monument “Kazhim water reservoir”, Kargortsky nature landscape</p>
07 Sept	<p>Field visit with various members of staff of the Institute of Biology to see various habitats to the east of Syktyvkar</p>
08 Sept	<p>Travel from Syktyvkar to Vuktyl</p> <p>Meeting with Head of Vuktyl rayon</p> <p>Meeting with Director of Yugyd va National Park</p> <p>Transfer to Podcherye village</p>
09 Sept	<p>Further meeting with Andrei Melnichuk, Head of economic component</p> <p>Field visit to various sites in the Yugyd va National Park, including infrastructure developed by project</p> <p>Overnight at one of the field posts/tourist sites</p>
10 Sept	<p>Meeting with Senior State Inspector for Yugyd va National Park</p> <p>Further field visit to various sites in the Yugyd va National Park</p> <p>Return to Ukhta via the geological zakaznik Kamenka Rocks</p>
11 Sept	<p>Meeting with Gazprom Transgas Ukhta</p> <p>Meeting with Project Manager</p> <p>Flight to Moscow</p>
12 Sept	<p>Meeting with Irina Bredneva, UNDP Program Specialist</p> <p>Meeting with Andrei Sirin, Director of Forestry Institute</p> <p>International Consultant departs from Moscow</p>

Annex III: List of persons interviewed

Person	Position & Institutional Affiliation/Position
Irina Bredneva	UNDP Program Specialist
Aleksandr Popov	Head of Komi Department of the Nature Protection Agency and National Director of the project
Yuri Lisin	Minister of Natural Resources And Environmental Protection of Komi
Aleksandr Yermakov	Director of the PA Center
Roman Polshvedkin	First Deputy of Minister of Natural Resources And Environmental Protection of Komi (former Director of the PA Center)
Ruslan Ulyanov	Head of the Forest Committee of the Republic of Komi
Vladimir Drobakhin	Director of the Komi Regional Forest Fire Centre
Vasily Ponomarev	Project Manager
Olga Makoyeva	Head of institutional component
Andrei Melnichuk	Head of economic component
Ruslan Bolshakov	manager for peat ecosystem rehabilitation in the Nenetsky Autonomous Region
Svetlana Zagirova	monitoring expert and Head of the carbon component
Margarita Moiseyeva	awareness raising and media relations
Andrei Yeshchenko	helicopter poaching prevention expert
Anastasiya Tentyukova	project assistant
Dominika Kudriavtseva	Director of Pechora-Illych reserve
Konstantin Satsyuk	Director of the non-commercial partnership Union of Protected Areas of Komi
Kapitolina Bobkova	Chief Academic Advisor of the carbon component
Aleksei Fedorkov	expert on adaptation to climate change
Oleg Mikhailov	Researcher at Biology Institute - Komi Research Center of the Urals Subsidiary of the Russian Academy of Sciences
Svetlana Degteva	Director of the Biology Institute - Komi Research Center of the Urals Subsidiary of the Russian Academy of Sciences
Olga Konakova	Deputy Minister for Economic Development of Komi Republic
Tamara Dmitrieva	head of laboratory of Institute for Social- Economic and Energy Issues of the North- Komi Research Center of the Urals Subsidiary of the Russian Academy of Sciences
Sergei Gabov	Head of the Interregional Civic Movement Komi Voityr
Valentina Semyashkina	Member of the Public Pechora Rescue Committee and Civic

	Movement of Komi Izhem Residents “Izvatas”
Lyubov Chalysheva	head of Center of Education for Sustainable Development of Komi- Komi State Teacher-Training University
Yuri Pautov	Director of the Komi Regional Non-commercial Fund Silver Taiga
Svetlana Plyusnina	Head of the Ecology and Education Center Snegir
Tatyana Fomicheva	Director of the National Park
Natalya Shalagina	Chief government inspector
Tatyana Pystina	Expert of the UNDP/GEF PA project
Olga Kirsanova	Researcher, Pechora-Illych <i>zapovednik</i>
Andrei Satsuk	Elk Farm, Pechora-Illych <i>zapovednik</i>
Alexei Mosin	Deputy Director for ecological education, Pechora-Illych <i>zapovednik</i>
Andrei Zverev	Deputy Director of Pechora-Illych <i>zapovednik</i> – Head of Security
Anna Grechanaya	Pechora-Illych <i>zapovednik</i> , protection and security department
Svetlana Degteva	Director of the Biology Institute, Komi Research Center of the Urals Subsidiary of the Russian Academy of Sciences
Sergei Kochanov	Head of laboratory for the ecology of terrestrial vertebrate species (Biology Institute, Komi Research Center of the Urals Subsidiary of the Russian Academy of Sciences)
Sergei Uretskiy	GazpromTransgas Ukhta
Andrei Sirin	Director of Forestry Institute

Annex IV: Members of the Project Steering Committee

Voting members

Alexander Popov, Head, Federal service for supervision of nature management in the Republic of Komi (Komi department of Russian nature management service).
National Project Director, Chairman of the Steering Committee

Vsevolod Stepanitsky, Deputy Director, Department of State policy in the field of Environmental Protection and Ecological Safety, Ministry of Natural Resources of the Russian Federation

Natalya Olofinskaya, Head, UNDP Project Support Office in the Russian Federation

Yury Lisin, Minister, Ministry of Natural Resources and Environmental Protection of the Republic of Komi

Vladimir Korneev, Project Manager, EU Delegation to Russia

Alexander Makarenko, Head, The Committee on Natural Resources, Nature Management and Ecology, State Council of the Republic of Komi

Vladimir Bezumov, Head of the Administrative Department, Administration of the Naryan-Mar

Ludmila Rocheva, Head of the Department, Department of Natural Resources and Ecology of the Nenetsky Autonomous Okrug

Konstantin Ponomarev, Head, Federal service for supervision of nature management in the Nenetsky Autonomous Okrug

Lyudmila Kabantseva, Head, External Relations and Protocol Department of the Administration of the Head of the Republic of Komi and Government of the Republic of Komi

Ruslan Ulyanov, Head, Forest Committee of the Republic of Komi

Sergey Derevyanko, Chief, Administration of Municipality of the district of Vuktyl

Ivan Rozhitsin, Chief, Administration of Municipality of the district of Priluzsky

Ilya Sidorin, Chief, Administration of Municipality of the district of Troitsko-Pechorsk

Valentina Semyashkina, Chairman, "Pechora Rescue Committee"

Svetlana Plyusnina, Director, Ecological Education Center "Snegir"

Victor Nikolaev, Chief, Administration of Municipality of the district of Pechora

Observer members

Tatyana Fomichyova, Director, National Park "Yugyd va"

Dominika Kudryavtseva, Director, Pechora-Ilych Reserve

Valery Illarionov, Head, The Federal Service for Veterinary and Phytosanitary Surveillance in the Republic of Komi (Rosselkhoznadzor)

Michael Bazhukov, Director, Manufacturers and Entrepreneurs Union of the Republic of Komi

Sergey Gabov, Head, Inter-regional social movement «Komi voityr»

Dmitry Polshvedkin, Head, Territorial Informational Fund by natural resources and environmental protection of the Republic of Komi

Roman Polshvedkin, First Deputy of Minister, Ministry of Nature Resources and Environmental protection of the Republic of Komi

Sergei Uretskiy, head of the Department of Environmental Protection, Gazprom transgaz Uhta

Svetlana Degteva, Director, Institute of Biology (Komi Scientific Centre, Ural Branch, Russian Academy of Science)

Alexander Borovinskikh, All-Russian public organization "Russian Ecological Union"

Valentina Zhideleva, Director, Syktyvkar Forest Institute

Annex V: Lists of agreements, products and outputs from the project

A List of the Project Agreements

1. Memorandum of Understanding between the Programme United Nations Development, the Department of the Federal Service for Supervision in the Field of Nature Use in the Republic of Komi, the Ministry of Natural Resources and Environmental Protection of the Republic of Komi and the limited liability company “Severgasprom”. 01.06.2007.
2. Framework Cooperation Agreement No. 1 between the UNDP/GEF Project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region”, the Ministry of Natural Resources and Environmental Protection of the Republic of Komi and the Forestry Committee of the Republic of Komi. 06.05.2010.
3. Partnership Agreement between the UNDP/GEF Project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region”, the Federal State Institution “The National Park “Yugyd va” and Gazprom transgaz Ukhta Ltd. 01.01.2011.
4. (Framework) Cooperation Agreement on Corporate Social and Environmental Responsibility and Sustainable Development between the UNDP/GEF Project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region”, the Federal State Institution “Pechora-Ilych State Nature Biosphere Reserve” and the Open Joint-Stock Company “Severnye Magistralnye Nefteprovody”. 01.03.2011.
5. Interdepartmental Agreement on Helicopter Flights Control Within Federal and Regional Protected Areas of the Republic of Komi (hereinafter referred to as “the Agreement”) between Department of the Federal Service for Supervision in the Field of Nature Use in the Republic of Komi, Ministry of Natural Resources and Environmental Protection of the Republic of Komi, Federal State Institution “Pechora-Ilych State Nature Biosphere Reserve”, Federal State Institution “The National Park “Yugyd va”, Branch of the Air Navigation of the Northern Urals, Federal State Unitary Enterprise “State Corporation for Air Traffic Management”, Komi Interregional Territorial Administration of Air Transport, Komi Territorial State Aviation Supervision Department of the Administration of State Aviation Supervision and Supervision in the Field of Transportation Security in the North-Western Federal District, Federal Service for Transport Supervision. 06.2011.
6. Partnership and Cooperation Agreement in the Field of Conservation of Biodiversity and Development of the Protected Area System of the Republic of Komi between the UNDP/GEF Project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region” and the Administration of Troitsko-Pechorsk Municipality. 24.06.2011.

7. (Framework) Cooperation Agreement on Environmental Enlightenment and Education between the UNDP/GEF Project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region”, Ministry of Education of the Republic of Komi and State Educational Institution for Children's Complementary Education “Komi Regional Environmental-Biology Center”. 08.2011.
8. (Framework) Cooperation Agreement on Corporate Social and Environmental Responsibility and Sustainable Development between the UNDP/GEF Project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region”, the Federal State Institution “The National Park “Yugyd va”” and the limited liability company “LUKOIL-Komi”. 01.08.2011.
9. (Framework) Cooperation Agreement on Corporate Social and Environmental Responsibility and Sustainable Development between the UNDP/GEF Project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region”, the Federal State Institution “Pechora-Ilych State Nature Biosphere Reserve” and the limited liability company “LUKOIL-Komi”. 01.08.2011.
10. (Framework) Cooperation Agreement on Corporate Social and Environmental Responsibility and Sustainable Development between the UNDP/GEF Project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region”, the Federal State Institution “Pechora-Ilych State Nature Biosphere Reserve” and the open joint-stock company “Mondi Syktyvkar Pulp and Paper Mill”. 01.10.2011.
11. Cooperation Agreement on Corporate Social and Environmental Responsibility and Sustainable Development between the UNDP/GEF Project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region”, The Komi Republic State Budget-Funded Institution “The Republican Protected Area Functioning and Nature Management Support Center” and the Open Joint-Stock Company “Usinskgeoneft”. 20.12.2013.
12. Partnership and Cooperation Agreement on Conservation of the Biodiversity and Development of the Protected Area System in the Republic of Komi between the Department of the Federal Service for Supervision in the Field of Nature Use in the Republic of Komi, the Ministry of Natural Resources and Environmental Protection of the Republic of Komi, the UNDP/GEF Project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora River Headwaters Region”, the Komi Republic State Budget-Funded Institution “The Republican Protected Area Functioning and Nature Management Support Center”, the Federal State Institution “The National Park “Yugyd va””, the Federal State Institution “Pechora-Ilych State Nature Biosphere Reserve”, the Federal State Budget-Funded Scientific Institution “The Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences”. 04.02.2014.

A list of the project Business plans

1. The business plan for the Pechora-Ilych Nature Reserve. 2010.
2. The business plan Visitor Center for the UNESCO World Heritage Site “Virgin Forests of Komi” and the KR PA system in Syktyvkar. 2011.
3. The business plan for the National Park “Yugyd Va”. 2011.
4. A business plan for Unjinsky Regional State Complex Reserve. 2012.
5. An individual business plan for Beloborsky Regional State Complex Nature Reserve. 2012.
6. An individual business plan for the aquatic natural monument “Paras’kiny Ozera”. 2013.
7. An individual business plan for the complex reserve “Bely”. 2013.

A list of the project regional PAs Development projects

1. The project on conservation, protection and development of regional model KR PAs (Ilychsky Ichthyologic Reserve, Complex Reserve “Usinsky Kompleksny”, Ocean Marsh Reserve, Udorsky Complex Reserve. 2011.
2. The works carried out to provide the botanical natural monuments “Letsky” and “Ankersky Forest Park” with the necessary facilities. 2013.
3. The project on equipping the protected republican natural landscape “Kargortsky”. 2013.
4. The activities on detecting and removing unauthorized landfill sites in the regional reserves “Kazhim Water Storage Basin”, “Beloborsky”, “Skaly Kamenki”, “Paras’kiny Ozera”, “Beloyarsky”, “Kadzheromsky”, “Bely” and “Don-ty”, and providing these reserves with the necessary facilities. 2013.

A list of the project Management plans

1. A management plan for Beloborsky State Nature Reserve. 2012.
2. A management plan for Unjinsky State Nature Reserve. 2012.
3. A management plan for Paras’kiny Ozera (Paraska’s Lakes) State Natural Monument . 2012.

Popular publications in the media

A full list of popular publications is available from the project.

The total number of publications is 480 (from the beginning of the project implementation), including: Print media publications: 147; Electronic media publications: 333

The total number of 2014 media publications (as of 30.06.2014) is 31, including: Print media publications: 4; Electronic media publications: 27

A list of the Publications produced by the Project (2008-2014)

1. The biological diversity of the Pre-Pechora Urals /edited by V.I. Ponomarev, T.N. Pystina, Syktyvkar, 2009, 264 pp. (the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
2. Project's Information Bulletin "Virgin Forests of Komi" (2009), Syktyvkar, 2009, 20 pp. (Komi Regional Private Agency for Social Development "Sozidanie").
3. The information package of the workshop "Integrating protected areas in socio-economic development of the region", Syktyvkar, 2009, 96 pp. + 4 pictures (the National Park "Yudyd va").
4. Promotional products about the project: the travelling exhibition "The biodiversity of the Komi land" (seven 1 m x 2 m display booths (polypropylene) about the project, the map of protected areas of the Republic of Komi, Pechora-Ilych Nature Reserve, the National Park "Yugyd va", flora, fauna, and eco-tourism); sets of postcards ("Protected areas of the Republic of Komi", "Rare and protected plants of the Republic of Komi"); magnetic stickers demonstrating protected species included in the Red Book of the Republic of Komi, Syktyvkar, 2009 (Komi Regional Private Agency for Social Development "Sozidanie").
5. Orchids of Pechora-Ilych Nature Reserve (the Northern Urals), I.A. Kirillova, Syktyvkar, 2010, 144 pp.
6. The folding booklet "Bely Complex Reserve", Syktyvkar, 2010 (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
7. The folding booklet "Novoborsky Meadow Reserve", Syktyvkar, 2010 (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
8. The folding booklet "Pizhemy Complex Reserve", Syktyvkar, 2010 (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
9. The folding booklet "Unjinsky Complex Reserve", Syktyvkar, 2010 (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
10. The folding booklet "Usinsky Complex Reserve", Syktyvkar, 2010 ((Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
11. The folding booklet "Soyvinsky Botanical Reserve", Syktyvkar, 2010 (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
12. The booklet "Protected areas of the Republic of Komi. Sosnogorsk District", Syktyvkar, 2010, 15 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
13. The booklet "Protected areas of the Republic of Komi. Vorkuta District", Syktyvkar, 2010, 23 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).

14. The booklet “Protected areas of the Republic of Komi. Izhemy District”, Syktyvkar, 2010, 19 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
15. The booklet “Protected areas of the Republic of Komi. Ukhta District”, Syktyvkar, 2010, 31 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
16. The booklet “Protected areas of the Republic of Komi. Sysolsky District”, Syktyvkar, 2010, 10 pp. (Komi Republic State Budget-Funded Institution “The Territorial Databank on Natural Resources and Environmental Protection of the Republic of Komi”).
17. The booklet “Protected areas of the Republic of Komi. Syktyvdinsky District”, Syktyvkar, 2010, 14 pp. (Komi Republic State Budget-Funded Institution “The Territorial Databank on Natural Resources and Environmental Protection of the Republic of Komi”).
18. The information package of the workshop on training guides for the National Park “Yugyd va” and Pechora-Ilych Nature Reserve, Syktyvkar, 2010, 70 pp. + 4 pictures (the National Park “Yugyd va”).
19. The set of postcards “The Republic of Komi: the National Park “YUGYD VA”, Vuktyl, 2010, (the Federal State Institution “The National Park “Yugyd va”).
20. The booklet “Pechora-Ilych Nature Reserve: natural diversity”, Syktyvkar, 2010, 31 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
21. The booklet “Protected areas of the Republic of Komi”, Syktyvkar, 2010, 31 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
22. The booklet “Protected areas of the Republic of Komi”, Syktyvkar, 2010, 31 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
23. Project’s Information Bulletin “Safeguarding the Komi nature” (2010), Syktyvkar, 2010, 31 pp.
24. A digital map of the vegetation of the Republic of Komi, Syktyvkar, 2010 (the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
25. Original video advertisements aimed to draw the attention of the residents of the Republic of Komi to environmental protection issues and the need to conserve the globally significant biodiversity of boreal forests, Syktyvkar, 2010, (Komi Republic State Unitary Enterprise “The Komi Republic Television Channel”).
26. The booklet “Protected Areas of Troitsko-Pechorsky District”, Troitsko-Pechorsky District, 2011, 14 pp. (Pechora-Ilych Nature Reserve).
27. The booklet “Protected areas of the Republic of Komi. Knyazhpogostsky District”, Syktyvkar, 2011, 35 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).

28. The booklet “Protected areas of the Republic of Komi. Knyazhpogostsky District”, Syktyvkar, 2011, 35 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
29. The booklet “Protected areas of the Republic of Komi. Inta District”, Syktyvkar, 2011, 39 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
30. The booklet “Protected areas of the Republic of Komi. Vuktyl District”, Syktyvkar, 2011, 31 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
31. The booklet “Protected areas of the Republic of Komi. Ust-Tsilemsky District”, Syktyvkar, 2011, 35 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
32. The booklet “Protected areas of the Republic of Komi. Pechora District”, Syktyvkar, 2011, 39 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
33. The booklet “Protected areas of the Republic of Komi. Usinsk District”, Syktyvkar, 2011, 19 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
34. “An elk farm on the Pechora. The story of the world’s first elk domestication farm” /corporate authors/ Syktyvkar, 2011, 220 pp.
35. Protected areas of the Republic of Komi: gap analysis results and development prospects /corporate authors/ Syktyvkar, 2011, 256 pp.
36. The information package of the workshop on PA fire management /the editorial board: S.V. Zagirova, T.S. Fomicheva, N.V. Shalagina/ Vuktyl, 2011, 63 pp.
37. The current state and development prospects of European North and Ural protected areas: materials of the reports made at the All-Russian Conference, Syktyvkar, 2011, 234 pp. (the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences)
38. The booklet “Protected areas of the Republic of Komi. Ust-Vymsky District”, Syktyvkar, 2011, 11 pp. (Geoinforesurs Ltd).
39. The booklet “Protected areas of the Republic of Komi. Udorsky District”, Syktyvkar, 2011, 23 pp. (Geoinforesurs Ltd).
40. The booklet “Protected areas of the Republic of Komi. Ust-Kulomsky District”, Syktyvkar, 2011, 27 pp. (Geoinforesurs Ltd).
41. The booklet “Protected areas of the Republic of Komi. Koigorodsky District”, Syktyvkar, 2011, 10 pp. (Komi Republic State Budget-Funded Institution “The Territorial Databank on Natural Resources and Environmental Protection of the Republic of Komi”).
42. The booklet “Protected areas of the Republic of Komi. Kortkerossky District”, Syktyvkar, 2011, 26 pp. (Komi Republic State Budget-Funded Institution “The

Territorial Databank on Natural Resources and Environmental Protection of the Republic of Komi”).

43. The booklet “Protected areas of the Republic of Komi. Priluzsky District”, Syktyvkar, 2011, 6 pp. (Komi Republic State Budget-Funded Institution “The Territorial Databank on Natural Resources and Environmental Protection of the Republic of Komi”).

44. Project’s Information Bulletin “Safeguarding the Komi nature” (2011), Syktyvkar, 2011, 28 pp. (Information Agency “Sever”).

45. Establishing and conducting forest pathology monitoring in protected area forests, Vuktyl, 2011, (the National Park “Yugyd va”).

46. Manufacturing promotional products for the project: T-shirts, baseball caps, envelopes, badges, photo panels, Syktyvkar, 2011, (Information Agency “Sever”).

47. The booklet “Luzskaya Permtsa or the Scarlet Ribbon of Priluzie», Syktyvkar, 2011, 36 pp. (Komi Regional Social Movement “Priluzie Community”).

48. The reel “The Scarlet Ribbon of Priluzie” dedicated to the traditional feasts and ceremonies, the history, recreational areas in Priluzsky District of the Republic of Komi, Russian Federation; information about tourism development prospects on the Luza banks, Syktyvkar, 2011, (Komi Regional Social Movement “Priluzie Community”).

49. Bookmarks “Rare and protected plant and animal species of Pechora-Ilych Nature Reserve”, 2011, (Troitsko-Pechorsky District, Yaksha Village, Federal State Institution “Pechora-Ilych Nature Reserve”).

50. Seven display booths of the travelling exhibition “The biodiversity of the Komi land” about the project, the map of protected areas of the Republic of Komi, Pechora-Ilych Nature Reserve, the National Park “Yugyd va”, flora, fauna, and eco-tourism, Syktyvkar, 2009, (Information Agency “Sever”).

51. H2O Environmental Film Festival, Syktyvkar, 2011, (Rublik-Cinema Ltd).

52. The biological diversity of the Republic of Komi /edited by V.I. Ponomarev, A.G. Tatarinova, Syktyvkar, 2012, 264 pp. (the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).

53. M.A. Palamarchuk, Agaricoid basidiomycetes of Pechora-Ilych Nature Reserve (the Northern Urals), Syktyvkar, 2012, 152 pp.

54. Virgin Forests of Komi, L.V. Chalysheva, N.G. Strelova (compilers), a guidance manual, Syktyvkar, 2012, 28 pp. Editor-in-Chief: T.Yu. Vityazeva.

55. The illustrated collection “The Mirror of Nature”, a competition of children’s creative works which has been held among 5th-11th graders of educational institutions of the Republic of Komi since 2001. The collection contains a number of 2009-2011 prize-winning works, Syktyvkar, 2012, 23 pp. (the State Educational Institution for Children’s Extended Education “The Komi Republic Ecological and Biological Center”).

56. The booklet “Complex reserves of the Republic of Komi”, Syktyvkar, 2012, 63 pp. (the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).

57. Project's Information Bulletin "Safeguarding the Komi nature" (2012), Syktyvkar, 2012, 39 pp.
58. The booklet "Fungi of Pechora-Ilych Nature Reserve", Syktyvkar, 2012, 35 pp. (the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
59. The booklet "Fungi of Pechora-Ilych Nature Reserve", Syktyvkar, 2012, 35 pp. (Information and Publishing Department of the Institute of Biology, Komi Science Center, Ural Branch, Russian Academy of Sciences).
60. The information package of the workshop on training guides for ecological routes on the basis of the Inta branch of the National Park "Yugyd va", Inta, 2012, 40 pp. (the National Park "Yugyd va").
61. The collection "The International Finno-Ugric Environmental Camp-School", Syktyvkar, 2012, 32 pp. (the State Educational Institution for Children's Extended Education "The Komi Republic Ecological and Biological Center").
62. The album of children's creative works "The Mirror of Nature", Syktyvkar, 2012, 28 pp. (the State Educational Institution for Children's Extended Education "The Komi Republic Ecological and Biological Center").
63. The video film "The Spirit of the Bolshoi Subach" by Alexei Vurdov, Syktyvkar, 2012.
64. The Kozhim Guide-Book, Syktyvkar, 2013, 96 pp. (the Non-Commercial Partnership "The Union of Protected Areas of the Republic of Komi).
65. A training video on holding trainings/workshops on PA business planning and business planning in sustainable types of activities for the stakeholders from Ust-Kulomsky District of the Republic of Komi, Syktyvkar, 2013, (the Federal State Budget-Funded Educational Institution of Higher Professional Education "Syktyvkar State University").
66. The information and educational game programme "The Wilderness Area", a computer adventure game containing information materials about KR PA features and activities, Syktyvkar, 2013, (the State Budget-Funded Institution "The Protected Area Center").
67. The issues of studying and protection of wild animals in the north, materials of the reports made at the 2nd All-Russian Conference with international participation (Syktyvkar, Republic of Komi, Russia, 8-12 April 2013). Syktyvkar, 2013, 234 pp. (Komi Science Center, Ural Branch, Russian Academy of Sciences).
68. Protected areas of Ukhta Municipality, made in the form of a presentation (flash-memory), 119 slides, 2013.
69. A manual on fire precaution measures in regional protected areas in the Republic of Komi, I.A. Viznichenko, Kantsler, Yaroslavl, 2013, 90 pp.
70. Instructions for visiting protected areas in the Republic of Komi, Syktyvkar, 2013, 22 pp., Information Agency "Sever".
71. Soils and the soil cover of Pechora-Ilych Nature Reserve (the Northern Urals), edited by S.V. Degteva, Ye.M. Lapteva, Syktyvkar, 2013, 265 pp.

72. Project's Information Bulletin "Safeguarding the Komi nature" (2013), Syktyvkar, 2014, 36 pp.
73. The Cadaster of Protected Areas of the Republic of Komi / edited by S.V. Degteva, V.I. Ponomarev, Syktyvkar, 2014, 428 pp.
74. Business planning of protected areas: guidance manual / edited by V.I. Ponomarev, Syktyvkar, 2014, 172 pp.
75. The guidance manual "The analysis of public-private partnerships in protected areas of the Republic of Komi", Syktyvkar, 2014, 59 pp. ("Small Innovative Enterprise "InnoTech" Ltd).
76. Video films about protected areas of Vorkuta, Inta, Troitsko-Pechorsky, and Ust-Kulomsky districts of the Republic of Komi, Syktyvkar, 2014.
77. Brochure about the Permafrost Component, Syktyvkar, 2014, 4 pp. (in the Russian language).
78. Brochure about the Permafrost Component, Syktyvkar, 2014, 4 pp. (in the English language).

Technical reports

A list of the technical reports produced by the project with the results of the activities carried out 2009-2014

1. Making an overview report on northern pristine ecosystem monitoring elements existing in the Republic of Komi and the development of a regional KR PA environmental monitoring programme (152 pp., in a single copy).
2. Working out draft regulations governing natural resources use in KR PA zones (56 pp., in a single copy).
3. Working out guidelines on the contents of proposals (initiatives) on establishment, restructuring or elimination of regional PAs, including relevant consideration procedures, time periods for consideration and authorized bodies (44 pp., in a single copy).
4. Studying the national experience in development and implementation of management plans for complex and forest protected areas (115 pp., in a single copy).
5. Development of a draft federal-regional management agreement establishing a common management goal, processes and activities for the KR PA system (36 pp., in a single copy).
6. Analysis of KR PA system evaluations and its development prospects according to the sociological survey results (33 pp., in a single copy).
7. Report on the findings of the sociological survey "Evaluation of the level of social and environmental responsibility of enterprises in various economic sectors by different population groups" (121 pp., in a single copy).
8. Report on the activities carried out within the framework of the project "Studying the public-private partnering experience in national protected areas" (44 pp., in a single copy).

9. Studying the national experience in increasing social and environmental responsibility among enterprises (69 pp., in a single copy).
10. Working out practical approaches on increasing social and environmental responsibility among timber industry enterprises (61 pp., in a single copy).
11. The final report on the activities carried out within the framework of the project on business planning and training in business planning principles (113 pp., in a single copy).
12. Report on the project “Description of key ornithological territories and hoofed mammals’ migration routes” (59 pp., in a single copy).
13. A complex biological assessment of KR PAs included among indicators of the project logical framework (104 pp., in a single copy).
14. KR PA biodiversity inventory and identification of prospective areas to be included in the KR PA system in 2009 in accordance with Contract # 33-2009 (382 pp., in a single copy).
15. Developing an action plan on the KR PA system restructuring (232 pp., in a single a copy).
16. Office inventory of republican marsh reserves and natural monuments (233 pp., in a single copy).
17. Report on the activities carried out within the framework of the project on the development of a questionnaire and interviewing management teams of enterprises in the Republic of Komi to assess their motivation and interest in cooperation with protected areas and find out their attitude towards the establishment of a protected area support and biodiversity conservation fund, as well as their motivation and possible participation in the Fund filling (39 pp., in a single copy).
18. Developing an action plan and relevant terms of references on the establishment of an ecological fund (32 pp., in a single copy).
19. Identification and ranking of sources of financing of conservation of the biodiversity in the Republic of Komi (54 pp., in a single copy).
20. Needs and population impact analysis for the printed material on protected areas and conservation of the biodiversity (29 pp., in a single copy).
21. Working out a 5-year plan on the development of various site-specific public-private partnerships in KR PAs (56 pp., in a single copy).
22. An integrated socio-economic assessment of the republican protected areas included among indicators of the project logical framework (138 pp., in a single copy).
23. A monitoring programme for primary ecosystems of the north and KR PAs (23 pp., in a single copy).
24. Methods for monitoring pristine ecosystems of the north on the basis of the Earth remote sensing data (85 pp., in a single copy).
25. Materials on designing, manufacturing and setting up information boards along the perimeter of some regional protected areas, in 16 volumes (books) (v.

- 1 “Beloborsky Complex Reserve in Syktyvkar Municipality” - 36 leaves, in a single copy; Book 2.1. Reserves and Natural Monuments in Ukhta Municipality, Sedjusky Complex Reserve - 20 leaves, in a single copy.; Book 2.2. Reserves and Natural Monuments in Ukhta Municipality, Chutjinsky Complex Reserve - 17 leaves, in a single copy; Book 2.3. Reserves and Natural Monuments in Ukhta Municipality, Vezhavozhsky Complex Reserve - 19 leaves, in a single copy; Book 2.4. Reserves and Natural Monuments in Ukhta Municipality, Murasnyur Complex Reserve - 15 leaves, in a single copy; Book 2.5. Reserves and Natural Monuments in Ukhta Municipality, Suskin-el Geological Reserve - 17 leaves, in a single copy; Book 2.6. Reserves and Natural Monuments in Ukhta Municipality, Ydzhynyur Hydrological Reserve - 15 leaves, in a single copy; Book 2.7. Reserves and Natural Monuments in Ukhta Municipality, Belaya Kedva Complex Reserve - 18 leaves, in a single copy; Book 2.8. Reserves and Natural Monuments in Ukhta Municipality, Chutjinsky Geological Natural Monument - 15 leaves, in a single copy; Book 2.9. Reserves and Natural Monuments in Ukhta Municipality, Neftjelsky Geological Natural Monument - 16 leaves, in a single copy; Book 2.10. Reserves and Natural Monuments in Ukhta Municipality, Paras’kiny Ozera (Paraska’s Lakes) Aquatic Natural Monument - 17 leaves, in a single copy; Book 3.1. Reserves and Natural Monuments in Sosnogorsk Municipality, Gazhayagsky Complex Reserve - 17 leaves, in a single copy; Book 3.2. Reserves and Natural Monuments in Sosnogorsk Municipality, Sosnovsky Geological Natural Monument - 15 leaves, in a single copy; Book 3.3. Reserves and Natural Monuments in Sosnogorsk Municipality, Izhemsky Geological Natural Monument - 15 leaves, in a single copy; Book 3.4. Reserves and Natural Monuments in Ust-Tsilma and Udora municipalities, Pizhemsky Nature Reserve - 11 leaves, in a single copy; v. 4. A General Note on the Work Performed – 21 leaves, in a single note.
26. Developing a landscape and ecological plan of sustainable pristine forest exploitation (22 pp., in a single copy; 7 annexes (7 leaves), in a single copy).
27. Report on making a vegetation map of the Republic of Komi (8 leaves, in a single copy).
28. Development of a cartographic base for the creation of a KR PA geographic information system (34 leaves, in a single copy).
29. Biological diversity of the Republic of Komi. Regional review (215 pp., in a single copy).
30. KR PA biodiversity inventory and identification of prospective areas to be included in the KR PA system in 2010 in accordance with Contract # 33-2009. Volume I (362 pp., in a single copy).
31. KR PA biodiversity inventory and identification of prospective areas to be included in the KR PA system in 2010 in accordance with Contract # 33-2009. Volume II (234 pp., in a single copy).
32. Carrying out research activities on estimation of carbon pools and fluxes and the establishment of a long-term environmental monitoring in KR PAs in 2010 in accordance with Contract # 22-2010 (152 pp., in a single copy).
33. A concept of Syktyvkar Visitor Centre for the UNESCO World Heritage Site “Virgin Forests of Komi” and the KR PA system (97 leaves, in a single copy).

34. A business plan for the site “Virgin Forests of Komi” and the KR PA system in Syktyvkar (130 leaves, in a single copy).
35. Cost estimates for surveying and alternative allotment of lands (by the example of regional complex protected areas) for the state cadastral registration, transferring regional PA lands to specially protected natural areas, regional PA surface marking activities (setting up information boards), including conservation and fire prevention measures within these areas (47 leaves, in a single copy).
36. Preparation, publication and distribution of printed goods about KR PAs (17 leaves, in a single copy).
37. Report on carrying out activities on the preparation, publication and distribution of brochures about protected areas, protected sites and natural complexes in Syktyvdinsky and Sysolsky districts of the Republic of Komi (17 leaves, in a single copy).
38. Preparation, publication and distribution of printed goods about KR PAs (16 leaves, in a single copy).
39. Report on the project “Description of key ornithological territories and hoofed mammals’ migration routes” (380 leaves, in a single copy).
40. Report on the development and production of social TV advertising (spot ads) aimed at drawing attention of the residents of the Republic of Komi to environmental protection issues and the necessity to conserve boreal forests’ globally important biodiversity (25 leaves, in a single copy).
41. Development and introduction of computer-aided technologies to exercise the environmental control and monitoring of PA natural environment and protected sites (58 leaves, in a single copy).
42. Development of methods for assessment and mapping of the recreational and non-timber forest product potential of the KR PA system (36 leaves, in a single copy).
43. Analysis of the KR PA system and its development prospects according to the sociological survey results (32 leaves, in a single copy).
44. Report on the development of a website for Pechora-Ilych Nature Reserve (43 leaves, in a single copy).
45. (Russian translation of the report made in the English language) A general review of international site-specific public-private partnership approaches and methods (in protected areas). Part 1. A general review and the international experience (84 leaves, in a single copy).
46. (Russian translation of the report made in the English language) A general review of international site-specific public-private partnership approaches and methods (in protected areas). Part 2. Application of public-private partnering in protected areas (38 leaves, in a single copy).
47. Making a list of regional protected areas proposed to be eliminated from the KR PA system and a list of areas proposed to be included in the KR PA system instead of eliminated protected areas (164 leaves, in a single copy).

48. Manufacture and installation of information boards along the perimeter of some regional protected areas. Book 1. Report on the activities carried out at Stage 1. Development of information board models and relevant installation diagrams and submitting them to the Ministry of Natural Resources and Environmental Protection of the Republic of Komi for approval (30 leaves, in a single copy).
49. Manufacture and installation of information boards along the perimeter of some regional protected areas. Book 2. Report on the activities carried out at Stage 2. Manufacture of 81 information boards to mark PA boundaries (34 leaves, in a single copy).
50. Development of a concept and a programme for creation and implementation of the KR PA system strategic plan (274 pp., in a single copy).
51. Manufacture and installation of information boards along the perimeter of some regional protected areas. Book 3. Report on the activities carried out at Stage 3. Transportation and installation of information boards along the perimeter of some protected areas (106 leaves, in a single copy).
52. Report on carrying out preliminaries on the initial recreational use of the Regional State Nature Reserve “Skaly Kamenki” (the Kamenka Rocks) (39 leaves, in a single copy).
53. Analysis and assessment of water and surface transport impacts on water bodies of the National Park “Yugyd va” (50 leaves, in a single copy).
54. KR PA biodiversity inventory and identification of prospective areas to be included in the KR PA system in 2011 in accordance with Contract # 33-2009. Volume 1 (431 leaves, in a single copy).
55. KR PA biodiversity inventory and identification of prospective areas to be included in the KR PA system in 2011 in accordance with Contract # 33-2009. Volume 2 (112 leaves, in a single copy).
56. Collection and analysis of the data on stable wild reindeer aggregation habitats in the region of the state nature reserves “Sindorsky”, “Vishersky”, “Syvjudorsky”, “Ugjum Marsh”, “Tybjunyur Marsh” (Kortkerossky and Knyazhpogostsky districts of the Republic of Komi) and at the junction of the Tsilma and the Peza basins (Ust-Tsilma District of the Republic of Komi) to establish regional wild reindeer conservation protected areas (38 leaves, in a single copy).
57. Carrying out an integrated environmental research of the area planned to be designated as a regional protected area (“Tochilnaya Gora”, Vuktyl District) (39 leaves, in a single copy).
58. Carrying out an integrated environmental research of the area planned to be designated as a regional protected area (“Ust-Koin”, Knyazhpogostsky District) (22 leaves, in a single copy).
59. Carrying out an integrated environmental research of the area planned to be designated as a regional protected area (“Tsilmensky”, Ust-Tsilma District) (26 leaves, in a single copy).

60. Carrying out an integrated environmental research of the area planned to be designated as a regional protected area (“Seryogovo Village Natural Mineral Springs”, Ust-Vymsky District) (25 leaves, in a single copy).
61. Report on studying the national experience in increasing social and environmental responsibility among enterprises (Stage II) (98 leaves, in a single copy).
62. The final report on the activities carried out within the framework of the project on training in PA business planning principles (133 leaves, in a single copy).
63. Business planning in the field of environmentally responsible nature management. Reference summary (195 leaves, in a single copy).
64. Report on the preparation, publication and distribution of informational materials (booklets) about KR PAs located within the limits of the republican cities of Inta, Usinsk, Pechora, Vuktyl, including the tributary areas, in Ust-Tsilma and Knyazhpogostky districts (20 leaves, in a single copy).
65. Report on the preparation, publication and distribution of informational materials (booklets) about KR PAs located in Koigorodsky, Kortkerossky and Priluzsky districts of the Republic of Komi (7 leaves, in a single copy).
66. Carrying out research activities on estimation of carbon pools and fluxes and the establishment of a long-term environmental monitoring in KR PAs in 2011 (243 leaves, in a single copy).
67. Developing projects on conservation, protection and development of regional model KR PAs (Ilychsky Ichthyologic Reserve, Complex Reserve “Usinsky Kompleksny”, Ocean Marsh Reserve, Udorsky Complex Reserve (in four volumes, in a single copy).
68. Approaches to the development of business plans for the National Park “Yugyd va” and Pechora-Ilych Nature Reserve (180 pp., in a single copy).
69. Developing a landscape and ecological plan of sustainable pristine forest exploitation in the Republic of Komi (25 leaves, in a single copy).
70. Report on carrying out research activities on the assessment of the resource and recreational potential of the following model protected areas: Beloborsky Reserve, Unjinsky Reserve, Paras’kiny Ozera (Paraska’s Lakes) Natural Monument (170 leaves, in a single copy).
71. Analysis of the ecosystem service market and valuation of ecosystem services of the KR PA system (120 leaves, in a single copy).
72. Report on the research effort on justifying input normals for the maintenance of federal (Pechora-Ilych Nature Reserve and Yugyd va National Park) and regional KR PAs and fulfillment of their statutory functions (386 leaves, in a single copy).
73. Report on holding a training workshop on management and conservation of regional protected areas and their natural resources (23 leaves, in a single copy).
74. Report on holding a workshop for schoolteachers from KR municipalities containing KR PAs within their boundaries (66 leaves, in a single copy).

75. Report on the development of middle-term management plans for regional model KR PAs (Beloborsky Reserve, Unjinsky Reserve, Paras'kiny Ozera (Paraska's Lakes) Natural Monument) (23 leaves, in a single copy).
76. A management plan for Beloborsky State Nature Reserve (52 pp., in a single copy).
77. A management plan for Unjinsky State Nature Reserve (67 pp., in a single copy).
78. A management plan for Paras'kiny Ozera (Paraska's Lakes) State Natural Monument (54 pp., in a single copy).
79. A business plan for Unjinsky Regional State Complex Reserve (84 pp., in a single copy).
80. Analysis of a general concept of the KR PA system strategic plan according to the sociological survey results (182 leaves, in a single copy).
81. Report on the preparation of the necessary documentation and making amendments to the forestry regulations and the forest development project of the Federal State Budget-Funded Institution "The National Park "Yugyd va" (34 leaves, in a single copy);
82. Report on carrying out activities on providing Sosnovsky Geological Natural Monument with the necessary free-access facilitates for its visitation and research (15 leaves, in a single copy).
83. Report on carrying out nature-conservative measures within Beloborsky Complex Reserve (Syktyvkar City) and the adjacent territories on the Vychegda and the Sysola banks (10 leaves, in a single copy).
84. Report on 62y-2012 Project "Assessment of the current state of terrestrial vertebrate populations inhabiting the designed National Park "Koigorodsky" (62 leaves, in a single copy).
85. Carrying out an integrated environmental research of carboniferous limestone outcrops of the Kozhva and the Kamenka rivers to designate this area as a regional protected area. (73 leaves, in a single copy).
86. KR PA biodiversity inventory and identification of prospective areas to be included in the KR PA system in 2012 in accordance with Contract # 33-2009 (Volume I, 303 leaves, in a single copy; Volume II, 378 leaves, in a single copy).
87. Research of rare lichen species concentration areas in southern parts of the Republic of Komi to establish a botanical protected area in the future (30 leaves, in a single copy).
88. Creating a model of long-term planning of secondary forest exploitation (25 leaves, in a single copy).
89. Establishment of monitoring of the general condition of regional PA ecosystems in municipalities of the Republic of Komi (111 leaves, in a single copy).
90. Establishment of monitoring of the general condition of regional PA ecosystems in municipalities of the Republic of Komi (monitoring of PA water

bodies in Troitsko-Pechorsk Municipality of the Republic of Komi) (35 leaves, in a single copy).

91. Carrying out activities on holding thematic workshops on the KR PA network development (13 leaves, in a single copy).

92. Report on the study tour round Alaska protected areas (USA) organized for a group of experts of the UNDP/GEF KR PA Project (13 leaves, in a single copy).

93. The final report on carrying out activities on training in PA business planning principles in Priluzsky District of the Republic of Komi (180 leaves, in a single copy).

94. Ground cover monitoring in forest ecosystems of Bely Reserve under the influence of increased anthropogenic load (35 leaves, in a single copy).

95. Appraisal of business plans for the following regional protected areas: Unjinsky and Beloborsky regional state complex nature reserves and Paras'kiny Ozera (Paraska's Lakes) Aquatic Natural Monument (25 leaves, in a single copy).

96. An individual business plan for Beloborsky Regional State Complex Nature Reserve (Contract # 35a-2012 as of 14 May 2012) (66 leaves, in a single copy).

97. Report on carrying out activities on the development of tourism infrastructure to implement projects on the recreational use of the Yugyd va National Park potential to ensure its sustainable funding and functioning within Vuktyl District (10 leaves, in a single copy).

98. Report on ranging regional PA forests in accordance with the danger class classification and the development of relevant fire prevention measures for these areas (58 leaves, in a single copy).

99. Report on carrying out fire prevention measures within the National Park "Yugyd va". Contract 35co-1 (20 leaves, in a single copy).

100. Report on on-site workshops held in administrative districts of the Republic of Komi by the Komi Republic State Autonomous Institution "Komi Forest Fireproof Center" in the framework of Contract # 36co-2012 as of 23 July 2012 (5 leaves, in a single copy).

101. A business plan for the republican state complex reserve "Unjinsky" (102 leaves, in a single copy);

102. Carrying out research activities on estimating carbon pools and fluxes and the establishment of long-term environmental monitoring (39 leaves, in a single copy);

103. An information report on carrying out anti-fire measures in the National Park "Yugyd va" (31 leaves, in a single copy);

104. Manufacturing printed goods, information and promotional materials, including materials describing KR PA networks (13 leaves, in a single copy);

105. The expert's report on preventing helicopter poaching and establishing an anti-poaching task force (139 leaves, in a single copy).

106. Report on the development of an architectural and planning concept for the KR PA System Visitor Center in Syktyvkar (39 leaves, in single copy);

107. Report on the development of a draft design for the exhibition hall of the KR PA System Visitor Center in Syktyvkar (72 leaves, in a single copy);
108. An individual business plan for the aquatic natural monument “Paras’kiny Ozera” (98 leaves, in a single copy);
109. Report on integrated environmental awareness raising activities carried out by the Komi Republic Ecological-Biological Center for the residents of the republican municipalities (32 leaves, in a single copy);
110. Report on the development of a website for the Visitor Center (17 leaves, in a single copy);
111. Visitor Center website user manual (68 leaves, in a single copy);
112. Report on holding the 2nd All-Russia (International) Conference on Studying and Protecting Wild Animals in the North (23 leaves, in a single copy);
113. An individual business plan for the complex reserve “Bely” (92 leaves, in a single copy);
114. Assessment of the traditional nature management development opportunities in Eremeevo forest district, Pechora-Ilych Forestry (Troitsko-Pechorsky District, Republic of Komi). Volume 1 (151 leaves, in a single copy);
115. Assessment of the traditional nature management development opportunities in Eremeevo forest district, Pechora-Ilych Forestry (Troitsko-Pechorsky District, Republic of Komi). Volume 2 (59 leaves, in a single copy);
116. Conducting a forest pathology survey and developing recommendations on carrying out PA forest protection and reforestation activities on the basis of forest pathology survey results (93 leaves, in a single copy; Annexes 9, 10, 11, in a single copy);
117. The development of an environmental monitoring programme and carrying out environmental monitoring in KR PAs (134 leaves, in a single copy);
118. Developing KR PA environmental monitoring techniques and holding training workshops for target groups (181 leaves, in a single copy);
119. The development of a certification scheme for hunting resources use (57 leaves, in single copy);
120. Conducting a public opinion poll on nature management in regional KR PAs (93 leaves, in a single copy);
121. Report on the project “Establishing and carrying out carbon pools and fluxes monitoring in forest and marsh ecosystems within the permafrost zone and justification of the establishment of new protected areas in the Republic of Komi (63 leaves, in a single copy);
122. Report on the preliminary works carried out to provide the botanical natural monuments “Letsky” and “Ankersky Forest Park” with the necessary facilities (16 leaves, in a single copy);
123. The project on equipping the protected republican natural landscape “Kargortsky” (7 leaves, in a single copy);

124. An integrated socio-economic assessment of the territory within the Bolshaya Inta and the Chernaya interstream area (56 leaves, in a single copy);
125. Assessment of the recreational potential of protected areas in Ust-Kulom District (88 leaves, in a single copy);
126. Assessment of the recreational potential of protected areas in Udorsky District (113 leaves, in a single copy);
127. Assessment of the recreational potential of protected areas in Udorsky District (77 leaves, in a single copy);
128. Carrying out activities on detecting and removing unauthorized landfill sites in the regional reserves “Kazhim Water Storage Basin”, “Beloborsky”, “Skaly Kamenki”, “Paras’kiny Ozera”, “Beloyarsky”, “Kadzheromsky”, “Bely” and “Don-ty”, and providing these reserves with the necessary facilities (100 leaves, in a single copy);
129. Report on conducting a public opinion poll among local communities living around protected areas on PA effects on their environment and activities (38 leaves, in a single copy);
130. KR PA biodiversity inventory and identification of favourable areas to be included in the KR PA system in 2013 in accordance with Contract # 33-2009, Volume I (176 leaves, in a single copy);
131. KR PA biodiversity inventory and identification of favourable areas to be included in the KR PA system in 2013 in accordance with Contract # 33-2009, Volume II (150 leaves, in a single copy);
132. KR PA biodiversity inventory and identification of favourable areas to be included in the KR PA system in 2013 in accordance with Contract # 33-2009, the final report (155 leaves, in a single copy);
133. Report on carrying out activities on training regional PA stakeholders in investment microproject business planning principles and regulations for sustainable activities in and around PAs (224 leaves, in a single copy);
134. Report on the implementation of the project “Organizing the rational use of regional PA forest resources by involving local communities” (60 leaves, in a single copy).
135. Report on the activities carried out to summarize new PA establishment proposals and develop a KR PA system restructuring project (135 leaves, in a single copy).
136. Report on the activities carried out to score the protected areas included in the project logical framework (69 leaves, in a single copy).
137. Report on the development of a draft KR PA system strategic plan (78 leaves, in a single copy).
138. Report on holding a workshop under the Programme “Forest Fire Suppression Officer” (14 leaves, in a single copy).
139. Report on the analysis of public-private partnerships in KR PAs (40 leaves, in a single copy).

140. Report on the assistance in the management of tourist services of the National Park “Yugyd va” (37 leaves, in a single copy).

141. Report on the activities carried out to review the Arctic ecological restoration experience, analyze the regulatory and legal framework concerning the possible introduction of ecosystem ecological restoration techniques; development of preliminary (draft) methodological recommendations (152 leaves, in a single copy).

142. Report on carrying out field core survey and exploration works in permafrost ecosystem ecological restoration areas in Nenets Autonomous Area in 2013 (100 leaves, in a single copy).

In addition, the following documents were consulted during the Terminal Evaluation:

GEF and UNDP Evaluation Policies and Guidelines:

GEF Evaluation Office. GEF Evaluation Office Ethical Guidelines, 2007

GEF Evaluation Office. Guidelines for GEF Agencies in Conducting Terminal Evaluations, 2008

GEF Evaluation Office. The GEF Monitoring and Evaluation Policy, 2010

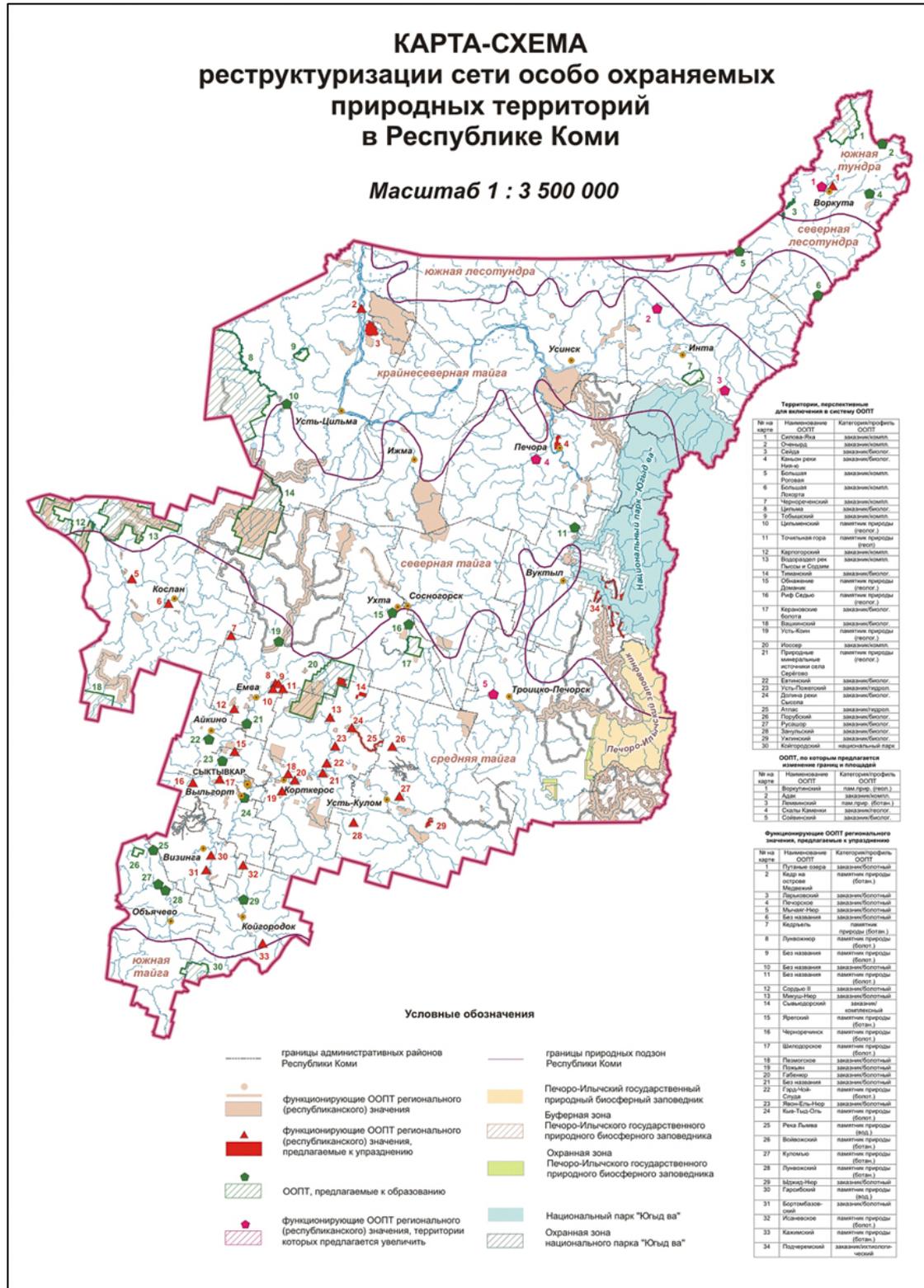
UNDP Evaluation Guidelines for GEF-Financed Projects: Version for External Evaluators, March 2011

Annex VI: Framework questions used

1. What is the achievement, so far, of which you are most proud?
2. If you could go back in time, what would you change or do differently?
3. If you could go back in time, which activities would you definitely do again?
4. If the project had an extra USD 500k and an extra two years, what else would you consider doing?
5. What are you doing to ensure take up/replication of the concept and processes in other areas of the country?
6. What are the effects of inflation or changes in the exchange rates to the budgeting and/or expenditure?
7. Please give examples of how you are ensuring cost effectiveness?
8. Please provide all information on cofinance to date, including both cash and in-kind expenditure and a summary of the items on which the co-finance has been spent.
9. What is your role/relationship with the project?
10. What are you doing to ensure sustainability of the project's processes and impacts?
11. This (xxx) success seems very good: what did you do to achieve it?
12. Who are the partners (i.e., people actively working to the same goals) on the project?
13. Who would you say *owns* the project?
14. Who are the stakeholders in the project (i.e., people that are involved in the project, either actively or passively or will be affected by the project in some way)?
15. Who prepares the TOR for all contracting?
16. Who signs the contracts?
17. Imagine this scenario: if the Minister phones you up and says that he needs to make a brief report on the project to the President and he needs 5 bullets on the following subjects:
 - Key successes
 - what would you advise the next door country to do if they were to implement a similar project
 - what works and why
 - what does not work and why
 - key challenges
18. Is the project having any useful (but unplanned) spin-offs?
19. Is the project having any detrimental or negative (but unplanned or unintended) impacts?
20. This is a UNDP project – what advantages or disadvantages does this bring? What if it was a World Bank project instead – what difference would that bring?
21. If you were to re-write the Project Document, what would you change?
22. Who are the project's champions?
23. Standard issues:
 - Project Manager Forum
 - Procurement rules and efficiencies
 - UNDP training/support
 - Financial audits

- Cofinance information
 - Communication strategy?
 - Monitoring awareness/knowledge
 - Backing up data and digital information
 - Team functionality
 - Staff turn over
 - If training is provided, how is training is now being used in job?
 - How including gender and/or indigenous peoples issues?
 - Need to provide all information, including equipment, inputs, infrastructure, tracking tool data.
 - If there was a delay, what was the reason?
24. How is the project aligned to the national development plan, region-level development plans and the UNDAF?
25. Is the project trying to increase awareness? If so, among which target groups? How is the project monitoring changes in awareness and attitude? How has any changes in attitude and awareness affected project implementation, and how is it being used in the daily, professional lives of the target groups?

Annex VII: Maps



Map showing the restructuring of the network of protected areas in the Republic of Коми

Annex VIII: List of project assets

Recipient	Item	Qty
Pechora-Ilych <i>zapovednik</i>	Satellite dish	1
	Satellite phone	4
	GPS navigator	3
	Portable radio station	7
	Wooden boat	2
	Engine for motor boat	7
	Chain saw Stihl	7
	Fire motor pump	2
	Tractor trailer	1
	Wheel front loader	1
	Ladle for wheel loader	1
	Institute of Biology	Gas analyser Li-Cor
Eddy covariance system OPEC		2
Gas chromatograph Kristall2000A		1
Self-acting meteorological station		4
GPS navigator		4
Electricity generator		2
Chain saw Stihl		3
Trailer		2
RH/temp/light logger		4
Lisimetres		100
Laptop computer		3
Printer		3
Scanner		2
Copy machine		2
UPS battery		6
Software program		11
Field binocular		5
Tent		10
Sleeping bag	10	

Recipient	Item	Qty
	Drill for core	10
	Portable radio set Kenwood	3
	Work clothes	10
	Calibration gases	17
	Rubber boots	6
Yugyd va National park	Satellite phone	3
	Air-cushion craft Mars-700	1
	Motor boat	3
	Inflatable boat Flagman 380 FB (with optional equipment)	1
	Engine for motor boat	5
	Chain saw Stihl	5
	Fire motor pump	3
	Knapsack fire extinguisher "Ermak"	10
	GPS navigator	4
	Snowmobile	1
PA Centre	Satellite phone	2
	Portable radio station	3
	GPS navigator	6
	Terrain vehicle "Trecol"	2
	Motor boat	4
	Engine for motor boat	4
	Snowmobile with sledge	2
	Electric winch	2
	Trailers	2
	Electricity generator	2
	Shelter for auto machine	1
	Wheels for auto machine	1
	Digital Camera	3
	Gas analyser	1
	Video Recorder	4
	Field binocular	4
	Summer work clothes	7

Recipient	Item	Qty
	Winter work clothes	7
	Rubber boots	7
	Tent	3
	Sleeping bag	7
	Portable gas stove	1
	Lifejackets	7
	Echo sounder	1
	Computer	15
	UPS battery	14
	Scanner	2
	Printer	8
	Mini telephone exchange	1
	Software programme	4
	Portable Hard Drive	6
	Acoustic system	1
	Projector	1
	Screen	1
	Satellite images	
	Four wheel vehicle UAZ-39625	1
	Auto machine	1
	Air condition system	8
	Furniture (tables, chairs, cabinets, etc.)	32
	Telefax	1
Phone	7	
Extermination paper machine	1	
Komi Republic Forest Fireproof Centre	GPS navigator	20
	Portable radio station	20
	Portable shortwave transceiver VERTEX	8
	Forest fire monitoring information and telecommunication system "Yasen"	1
	Four-wheel vehicle KAMAZ, truck tractor with a high roof	1
	Semitrailer	1

Recipient	Item	Qty
	Swamp bulldozer	1
	Motor boat	3
	Engine for motor boat	3
	Four wheel vehicle UAZ-39625	5
	Electric winch COME.UP 9.5I for the four wheel vehicle UAZ	5
	Four wheel vehicle GAZ 2705 Combi (hatchback)	1
	Chain saw Stihl	10
	Parachute system Lesnik-3	4
	Parachute system PTL-72	10
	Filtering and refuelling unit FZA-3	3
Non commercial partnership, <i>The Union of Protected Areas of the Republic of Komi</i>	Sawmill Logosol M-7	2
	Additional equipment for the sawmill	12
	Filing calibre STIHL	1
	Electric grinding machine OREGON	1
	Chain saw Stihl	2
	Additional equipment for chain saws	12
	Pwr Logosol E-4000	1
	Chain	24
	Removal of chips UFO-1,5 m	1
	Knife sharpener Turmek	1
	Knives for the log house moulder	22
	Electricity generator	3
	Dryer	1
	Woodworking machine	1
	Fraser	1
	Planer	4
	Knives for planers	10
	Drill DeWALT	2
	Circular Saw DeWALT	2
	Battery powered drill screwdriver DeWALT	2
Grinder machine	2	
Jigsaw DeWALT	1	

Recipient	Item	Qty
	Jigsaw blades	40
	Level 2000 mm	2
	Set of mill	20
	Wood drill screw	2
	Saw blade DeWALT	206
	Grinding tape DeWalt	5
	Notebook Asus	5
	Notebook Acer	1
	Computer	2
	Scanner	1
	Car Mitsubishi L-200	1
	Notebook Sony	1
	Electricity generator	1
	Satellite phone	1
	Camera	2
	Projector	1
	Printer	3
	Fax	1
	Radio phone Panasonic	1
	Screen with tripod	1
	Furniture (tables, chairs, cabinets, etc.)	66
	Internet connection device B-Link	2
	Mobile phone	4
	Dictaphone	1
	USB-modem	2
	Pocket Conductivity Combo pH EC HI	2
	Pocket thermometer Checktemp	1
	Software programme (discs, licenses)	42

Annex IX: Brief comments on the BMU/ICI project

Background

BMU project number	09_III_001_RUS_M_Komi Protected Areas
Project title	Improved protected area system in Komi Republic for better conservation of globally important biodiversity and maintenance of carbon pools
Country of implementation	Russia
Contractor/grant recipient	United Nations Development Programme
Duration of project	November 2009 to December 2013
Value of grant	€ 2,993,693.00

The Project Management Unit, in addition to the GEF project and the EU ClimaEast pilot project funding, also implemented a two-year project that was funded by the International Climate Initiative (ICI that falls under the Federal Ministry of the Environment, Nature Conservation, and Nuclear Safety of Germany (BMU). The overall objective of this project was to reduce carbon emissions and support capacity development; the overall objective was to be achieved through three outcomes:

1. Carbon sequestration data and nature-based adaptation measures designed for Pechora headwaters protected areas
2. Protected area units have the capacity to design and implement adaptation measures
3. Monitoring system for ecological and adaptation indicators, documenting the results

Project Results

Key project results included³:

- Contributing to the conservation of 1.63 million ha of forests and peatlands in Komi Republic⁴
- Improving fire prevention and fire-fighting capacity of existing 15 PAs (specifically through procurement of fire-fighting equipment)
- Putting into place infrastructure and equipment to facilitate the monitoring of meteorological and gas flux data in forests and peatlands established in 4 PAs in Komi Republic.

A number of key stakeholders were involved in the project; strong support was gained through this process

The project results were widely disseminated through publications (four publications for disseminating results of project) and presented at regional, national and international workshops and seminars.

Sustainability

There was one sustainability issues regarding this project: because the project involved the procurement and transfer of a great deal of equipment and materials various institutions (including protected areas and research institutions), there is a question about the budgets for

³ Detailed results of the project can be found in the final narrative report of the project.

⁴ Because of the synergies among the three projects (GEF, EU ClimaEast and ICI), it is impossible for any one project to claim achieving the improved management of the protected areas alone; each has *contributed* to the improvement.

use, maintenance and replacement of equipment. This is evaluated as being likely because of the government institutions that are involved.

Conclusions

This was a high-value, short-term project that broadly achieved its objectives. However, it was implemented in tandem with two other complementary projects that were implemented almost simultaneously. The outcomes achieved by all three projects, added together, far outweighs the value of any one of the projects. Thus, had this (BMU-ICI) project been implemented in the absence of these other two projects, its outcomes and impacts would have been significantly weaker (and vice-versa for the other two projects as well). This is in addition to the cost saving and efficiency aspects.

Annex X: Mid-Term Review of EU ClimaEast pilot project: Protection and restoration of forest and peatland permafrost carbon pools in Komi Republic and Nenetsky Autonomous Okrug

Evaluation Summary Table

Evaluation Ratings:			
1. Monitoring and Evaluation	rating	2. IA& EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

Introduction

Purpose of the review

As indicated in the main body of the report, the UNDP-CO and PMU took on two additional components to the GEF grant for the protected area system of the Komi Republic with one of the two funded by the EU through the ClimaEast initiative. Broadly, the ClimaEast project package is design to assist Eastern Neighbourhood Partnership Countries and Russia in approaches to climate change mitigation and adaptation. The project represented one of the pilot project under the first component of the ClimaEast funding – which was focused on ecosystem-based approaches to climate change. The project has activities in the Russian north (including the northern areas of the Komi Republic and in the

NAO) as well as in the southern peatlands (the so-called “Steppe project” in the Bryansk region, Voronezh region and Republic of Bashkortostan)⁵.

The current evaluation represents the mid-term review of the *northern* ClimaEast project with the aim of providing recommendations for the second half of the project and specifically for improvements on project management and effectiveness. However, on the basis of a presentation of the activities in the southern (Steppe) portion of the project as well as an interview with the Project Manager, some insights into the progress in the south were gained and comments are made on the basis of this.

The evaluation was carried out in accordance with the Financial and Administrative Framework Agreement (FAFA).

The MTR was conducted by one international consultant who was consultant was independent of the policy-making process, and the delivery and management of the assistance to the project. The consultant was also not involved in the implementation and/or supervision of the project.

The MTR was carried out with a mission to Russia from 30 August – 12 September 2014.

Scope & Methodology

The approach for the MTR was determined by the Terms of Reference (TOR, see Annex I). The TOR were followed closely and, therefore, the evaluation focused assessing progress towards the achievement of the Clima East Pilot project objective, identifying lessons learned (including lessons that might improve design and implementation), and making recommendations regarding specific actions that might be taken to improve the project. The evaluation was designed to play a critical role in the future implementation of the project by providing advice on: (i) how to strengthen the adaptive management and monitoring function of the project; (ii) how to ensure accountability for the achievement of the EU Clima East Pilot project objective; and (iii) how to enhance organizational and development learning, including among the other peatlands projects under the Clima East.

Structure of the evaluation report

The report was structured as per the TOR. As such, it first deals with a description of the project (Section 2), it then deals with the Project Implementation Patterns (Section 3) of the evaluation within three sections (Management arrangements, Partnership Arrangements, M&E Activities and Project Finance, respectively) and Project Results. The report then draws together the Conclusions, Recommendations and Lessons from the project (Section 4).

⁵ This is taken in the context that over 30% of Russia is comprised of peatlands, with over 8% of peatlands of >30cm and over 22% of peatlands of <30cm and that these peatlands store an estimated 113.5-210 gigatonnes of carbon. Some of these peat bogs are significantly disturbed by human activities.

Project description including problems that the project sought to address and expected results

The ecosystems of the Komi Republic, and Nenetsky Autonomus Okrug (NAO) are comprised primarily of forests and peat permafrost systems. The (relatively) pristine forest systems of the Komi Republic are estimated to be approximately 29.2 million hectares – representing almost 35% of the total pristine forest carbon pools remaining in the European Russia. In the northern area of the Komi Republic, there are extensive permafrost peatlands that, when coupled with the permafrost peatlands of the NAO, these form almost the entire area of permafrost peatland of the Russian Northeast.

The boreal forests and permafrost peatlands are carbon stores of global significance. The protected areas of the Komi Republic (totalling 1.63 million ha) are estimated to harbour over 100 million tons of carbon. Furthermore, the forests are estimated to sequester an additional 3 million tons of carbon a year. Globally, the northern, permafrost soils – an area of approximately 18.8 million km² – are estimated to harbour 1.7 trillion tons of organic carbon⁶.

The value of these areas has been globally recognised: Komi shelters the only significant block of pristine forest that is oriented in a north-south direction (which is important of climate change adaptation); these forests have been included by WWF in the list of 200 global ecological regions and by UNESCO in the List of World Natural Heritage Sites ("Pristine forests of Komi"). The NAO is described as being one of the starting legs of the Euro-African and Eurasian flyways.

There are a number of predictions associated with climate change in these ecosystems:

- The mature and over-mature spruce stands (which are currently susceptible to fire) will give way to a proliferation of deciduous stands
- The tree-line is expected to shift upward by an estimated 200m (and there is evidence suggesting that this is already occurring in the Ural Mountains)
- The carbon cycle within soil carbon stocks under a warming climate scenario remains unknown while acknowledging that the permafrost and peat layers within these ecosystems are dynamically interlinked. Changes to either component may result in significant changes in landscape structure and biogeochemistry inducing losses of stored carbon.
- Exploration and production of oil and gas reserves (which are also significant within these ecosystems) since the 1970s have also had significant impacts on the ecosystems. These are expected to *increase* in the coming decades.

Climate change is expected to exacerbate these changes, especially as average temperature increases in the Arctic have been nearly twice as high as the mean global increase. The other principal predicted change is in mean precipitation. The impacts of these changes are predicted to include significant changes in ecosystem regulation functions such as hydrology, permafrost status, carbon storage and exchange. In other areas where abrupt thaw has occurred,

⁶ This about four times more than all the carbon emitted by human activity in modern times and twice as much as is currently present in the atmosphere

permafrost degradation and carbon releases have been rapid. Because this has also included the release of methane (CH₄), the impacts on the climate are even more significant. Furthermore, once degraded, there is an extremely low permafrost regeneration capacity as carbon sequestration in these ecosystem is very limited. As a consequence, protection of these ecosystems is imperative.

The EU-funded ClimaEast project in the Komi and NAO regions of Russia have, therefore, the following overall objective: to demonstrate effective approaches to conserving, restoring and managing carbon-rich forests and permafrost areas of the Russian North under pending climate change threats. This will be achieved through achievement of the following results:

1. To expand and strengthen the protection of boreal forests and permafrost peatlands
2. To ensure that the management plans of the resulting protected areas include objectives of preserving carbon pools, emissions avoidance, maintenance of other regulating services of ecosystems
3. To ensure regulation of development permits in the boreal and permafrost peatlands such that they account for the biological and climatic functions of these systems
4. To experiment and test methodology for permafrost peatland regeneration⁷ – as, currently, no natural regeneration is occurring
5. To improve understanding of the forest and permafrost peatland carbon pools particularly in the Komi and NAO regions where the southernmost permafrost occurs in areas of warmer temperatures than elsewhere.

The project is built on the synergies of the UNDP-GEF and ICI projects and will include three activities (or components):

1. *Protected Areas*. Expanding and strengthening protection of forest and permafrost ecosystem, including:
 - a. Mapping and classifying peatlands
 - b. Listing existing and potential threats
 - c. Defining ecosystem resistance and resilience
 - d. Define conservation and regulatory framework for sensitive areas
 - e. Propose new land use plans for the Komi Republic and NAO
 - f. Establish a new, regional *zakaznik* in the Chernorechenskaya area
 - g. In conjunction with the UNDP-GEF project, strengthen the capacity in the Yugyd va National Park including production of climate mitigation and adaptation plans
 - h. Engage local and indigenous communities into forest fire prevention measures, conservation and adaptation activities
2. *Permafrost & peatland restoration*. Piloting restoration of peat permafrost ecosystems by carrying out trial restoration measures in the pilot sites in NAO (Shapkina river)
3. *Monitoring & research*. Monitoring and carrying out research on climate-permafrost nexus, publicizing and replicating the experience, including establishing of a modern monitoring and research program for the

⁷ The methodology for rehabilitation of ecosystems damaged by oil and gas development as designed by Wetlands International in partnership with Shell; see “Study of Mitigation, Recovery and Restoration Options: Oil and Gas Industry Impacts on Arctic Wetlands”

permafrost areas of Russian North. Research and monitoring is taking place in: 1) natural, undisturbed and protected ecosystems; 2) ecosystems that have been and continue to be subjected to anthropogenic impacts; and 3) restored after restoration.

The project activities in the Steppe Project in the south of Russia (Bryansk region, Voronezh region and Republic of Bashkortostan) mirror those in the north. However, in this southern portion of the project, there are synergies with another UNDP-GEF project – *“Improving the coverage and management efficiency of protected areas in the steppe biome of Russia”*.

Intended Outcome as stated in the Country Programme Results and Resource Framework: Improved environmental sustainability of development processes and increased energy efficiency
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Outcome Indicator: Environment indicators included into development policies at the sub-national and regional levels; Baseline: Environmental impact is not a priority for development planning, energy efficiency is not considered as mandatory condition for effective development at local level; Target: Environmental impact is considered as a threat to sustainable development in at least 3 Russian regions; energy efficiency/energy saving strategies are developed and introduced in a number of Russian regions
Applicable Key Result Area: Environment and Sustainable Development
Partnership Strategy: The key national partner of the project is the Ministry of Natural Resources and Environment (MNRE), which with its subordinate Federal Service to Hydrological Monitoring and Meteorology (Roshydromet) is responsible for monitoring and reporting on green house gas emission within UNFCCC including those derived from land use change. The federal MNRE Ministry is also responsible for protected areas policies and management of federal protected areas (including the Ugyd Va National Park). The Government of the Komi Republic and the Komi Rosprirodnadzor are the key regional stakeholders of the project responsible for decision making on land use and the regional protected areas system (regional sanctuaries). Key regional partners will include the Ministry of natural resources of the Komi Republic and the Forestry Service of the Komi Republic. The Administration of the Nenetsk Autonomous Okrug (NAO) will be engaged as a partner for permafrost peatlands restoration activities in the NAO pilot site. To secure high level of professional expertise the project will cooperate with and engage as appropriate the institutes of the Russian Academy of Science (e.g. Institute of Biology of the Komi Scientific Centre, Institute of Forest Science and others) and international expertise through professional international NGOs (such as Wetlands International).

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Output 1: Expanding and strengthening protection of forest and permafrost ecosystem</p> <p>Baseline: Permafrost carbon pools underrepresented in the regional PA system, management capacities of existing PAs to conserve high-value natural forests and fragile permafrost ecosystems are limited</p> <p>Indicators: - 20,000 ha of new regional protected area created in the Chernorechenskaya area of the Komi Republic</p>	<p>Year 2013</p> <p>Methodology for classification and mapping of peatlands on permafrost developed (quarter 1 through 3) and appraised (quarter 4).</p> <p>Feasibility assessment for creation of a new regional zakaznik in the permafrost area performed (quarter 2-3).</p> <p>Capacity assessment of the strengthen capacities of the Yugyd Va National Park performed, capacity gaps and needs identified (quarter 2-3). Climate mitigation and adaptation plans</p>	<p>1.1. Development of a comprehensive methodology for classification, inventory and mapping of permafrost peatlands;</p> <p>1.2. Establishment of a new regional protected area covering vulnerable permafrost peatland ecosystems;</p> <p>1.3. Strengthening capacities of the existing PA to conserve high-value forests and permafrost pools;</p> <p>1.3. Community engagement into forest fire prevention and control, conservation and adaptation activities</p>	<p>Ministry of Natural Resources and Environment</p> <p>Komi Rosprirodnadzor</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>- Strengthened protected area management capacities of the largest existing forest-and permafrost protected area Yugyd Va National park (1.9 mln ha).</p>	<p>developed for the target protected areas (quarter 3-4). Year 2014 Analysis of existing and potential threats for permafrost ecosystems performed (quarter 1 through 4). Technical & staff capacities of the Yugyd Va National Park strengthened (quarter 2-3). Means provided for implementation of PA climate mitigation and adaptation plans, including fire surveillance and prevention equipment (quarter 2-3). Year 2015 Programmes developed to engage local and indigenous communities into forest fire prevention measures, conservation and adaptation activities (quarter 1 through 4). Year 2016 Creation of a new regional zakaznik in the permafrost area of the Komi Republic finalized (quarter 1-4).</p>		
<p>Output 2: Piloting restoration of peat permafrost ecosystems: hydrological restoration, assisted revegetation Baseline: abandoned permafrost ecosystems at various stages of degradation Indicators: - 180 ha of abandoned permafrost peatland ecosystem restored - 60 ha of permafrost peatland under</p>	<p>Year 2013 Restoration methodologies developed by experts (quarter 1-3). Selection of restoration sites reconfirmed (quarter 3). Feasibility study (incl. fieldwork) for each of the pilot sites performed (quarter 3). Regulatory gap analysis for restoration performed (quarter 2-3). Community outreach ensured (quarter</p>	<p>2.1. Development of methodologies for piloting restoration of permafrost peatlands, technical design of restoration projects, relevant cost-benefit assessment; 2.2. Implementation of pilot restoration projects, stakeholder outreach, community engagement; 2.3. Restoration project monitoring, assessment of restoration</p>	<p>Komi Rosprirodnadzor</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>ongoing industrial exploitation – agreements reached with companies on biodiversity and climate-friendly restoration after completion of their activity, in order to avoid permafrost melt.</p>	<p>2-4). Necessary land use permissions obtained (quarter 4). Year 2014 Technical plans for restoration designed (quarter 1-2). Equipment & machinery required for restoration procured (quarter 2-3). Restoration works initiated (quarter 3). Year 2015 Monitoring of restoration activities ensured (quarter 2-4). Year 2016 Restoration completed (quarter 2 3). Effectiveness of restoration for biodiversity and carbon mitigation assessed and monitored (quarter 2-4). Lessons learned collected, result dissemination activities performed (quarter 3-4). Rehabilitated lands transferred for use of local deer herders (quarter 4)</p>	<p>effectiveness for biodiversity and carbon mitigation, collection of lessons learned and dissemination of pilot testing results</p>	
<p>Output 3: Monitoring and research: exchanges between leading permafrost scientists, publication of results Baseline: environmental features of permafrost peatlands in the Arctic are poorly understood. Lack of knowledge of the diversity, distribution patterns, and natural functions of the permafrost, on their biodiversity and</p>	<p>Year 2013 Integrated peatland monitoring programme developed (quarter 1-4). Detailed fieldwork plan developed (quarter 2). Field monitoring equipment procured, monitoring sites duly equipped (quarter 3-4). Year 2014 Monitoring of GHG emissions for three peatland permafrost types (including</p>	<p>3.1. Development of an integrated peatland monitoring programme; 3.2. Implementation of monitoring programme and analysis of GHG storage and emissions data for three peatland permafrost types; 3.3. Outreach to international scientific community and sharing of obtained knowledge and data on permafrost ecosystems relationship with climate</p>	<p>Ministry of Natural Resources and Environment Komi Rosprirodnadzor</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>gas regulation functions makes it difficult to plan restoration, conservation, and ecosystem management</p> <p>Indicators:</p> <ul style="list-style-type: none"> - 1 method for restoring permafrost ecosystem demonstrated resulting in slowing down of permafrost thaw - 3 articles in leading international journals on the subject of permafrost ecosystems relationship with climate change. 	<p>those under restoration) initiated (quarter 2). Baseline carbon storage & emission data collected at the selected monitoring sites (quarter 2). Study on replacement of spruce forest species with deciduous species in forest tundra; shifting altitude and latitude of forest boundaries implemented (quarter 2-4).</p> <p>Year 2015</p> <p>Monitoring of GHG emissions for three peatland permafrost types (including those under restoration) continued (quarter 1-4). Detailed studies of carbon stocks in intact in permafrost zones (including gas exchange in soils, vegetation and bedding) continued (quarter 1-4).</p> <p>Year 2016</p> <p>Monitoring of GHG emissions at three peatland permafrost types (including those under restoration) continued (quarter 1-4). Impact assessment of climate change on the flora endemics finalized (quarter 3). Results of study on replacement of spruce forest species with deciduous species in forest tundra; shifting altitude and latitude of forest boundaries obtained (quarter 3). Lessons learned collected, result dissemination activities performed (quarter 4).</p>	<p>change</p>	

Project start and duration

The project started in July 2013. It was designed as a three-year project – therefore, it is expected to be complete by July 2016.

Project implementation and management arrangements

The project is being implemented by the same team as implemented the UNDP-GEF project “Strengthening Protected Area System of the Komi Republic to Conserve Virgin Forest Biodiversity in the Pechora Headwaters Region” and under the same modalities (see Section 3.1.8 of the main report). It is, therefore, benefitting from existing management capacities, professional networks and implementation instruments developed for the UNDP-GEF project.

The team is smaller, as appropriate (see Table 4 of the main report for team members).

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

The key national partner of the project is the Ministry of Natural Resources and Environment (MNRE), which with its subordinate Federal Service to Hydrological Monitoring and Meteorology (Roshydromet) is responsible for monitoring and reporting on greenhouse gas emission within UNFCCC including those derived from land use change. The Ministry is also responsible for protected areas policies and management of federal protected areas (including the Yugyd Va National Park). The Government of the Komi Republic is another key stakeholder of the project responsible for decision making on land use and the regional protected areas system (regional sanctuaries). Key regional partners will include the Ministry of Natural Resources of the Komi Republic and the Forestry Service of the Komi Republic. The Administration of the Nenetsk Autonomous Okrug (NAO) will be engaged as a partner for permafrost peatlands restoration activities in the NAO pilot site.

To secure high level of professional expertise the project will cooperate with and engage as appropriate the institutes of the Russian Academy of Science (e.g. Institute of Biology of the Komi Scientific Centre and the Institute of Forest Science) and international expertise through professional international NGOs (such as Wetlands International).

There are further synergies because the project will build on the experience and methodologies emerging from the projects funded by the German Government (ICI/BMU): “Capacity Development for a sustainable energy- and climate-policy in Eastern Europe, Russia and Central Asia - development of a Decision Support System for peatlands restoration” (2010-2011) and “Restoring Peatlands in Russia – for fire prevention and climate change mitigation” as well as the now-completed project in the Komi Republic. The latter project was aimed at strengthening the protected areas system within the Komi Republic, including enhancing carbon sinks in forest and peatland ecosystems. However, in contrast, that project was implemented in the areas to the south of the permafrost areas of the Republic and the project had a significant focus on fire prevention.

M&E activities

The project is committed to produce quarterly reports – which culminate in an annual report at the end of the calendar year. The annual report will be the principal reporting mechanism for the EU and the UNDP Regional Support Centre in Bratislava will be responsible for delivering this report.

In addition, at the completion of the project, a Final Report will be produced and submitted.

Beyond this, no other M&E activities are described in the project document but monitoring has been carried out. For example, a monitoring mission was carried out in 2013 and the current MTE is similarly an additional monitoring activity.

Project Finance

As indicated above, the ClimaEast project is using the existing management capacities, professional networks and implementation instruments as developed for the UNDP-GEF and BMU-ICI projects. In this way, the project is achieving considerable efficiencies but also savings in management costs while the UNDP-GEF project was still ongoing.

In terms of project implementation and reporting (including of finances), the project is complying with the terms and conditions of the European Union Contribution Agreement with UNDP # ENPI/2012/303-093 dated 4 December 2012.

Table showing the distribution of funds among the three components of the project and their total actual expenditure, to date, against the budgeted amounts

Component	Budgeted	Actual	% spent
PAs	1,038,960.00	722,088.03	69.50
Restoration	1,298,700.00	140,150.00	10.79
Monitoring/Research	909,090.00	74,270.00	8.17
Total	3,246,750.00	936,508.03	28.84

To date, the project is significantly *underspent* in its budget (see Table) with only 28.84% of the budgeted amount actually spent. When this is disaggregated by component, all components are underspent but the underspend in Components Two and Three (Restoration, and Monitoring/Research at 10.79% and 8.17% of the actual budget being spent, respectively). When further disaggregated, various spending patterns emerge:

- In the first year (2013), spending on the first component (protected areas) was *overspent* by 216.5% while nothing had been spent on components two and three.
- The underspend in 2014 was such that the net spending on the first component is an underspend.
- Spending on components two and three started only in 2014 but even during this year, there was significant underspend.

Table showing the distribution of funds among the three components of the project and their total actual expenditure, to date, against the budgeted amounts but broken down by year

Component	2013			2014		
	Budgeted	Actual	% spent	Budgeted	Actual	% spent
PAs	220,779.00	477,888.03	216.46	479,220.30	244,200.00	50.96
Restoration	214,285.50	0.00	0.00	398,700.90	140,150.00	35.15
Monitoring/ Research	101,298.60	0.00	0.00	472,726.80	74,270.00	15.71
Total	536,363.10	477,888.03	89.10	1,350,648.00	458,620.00	33.96

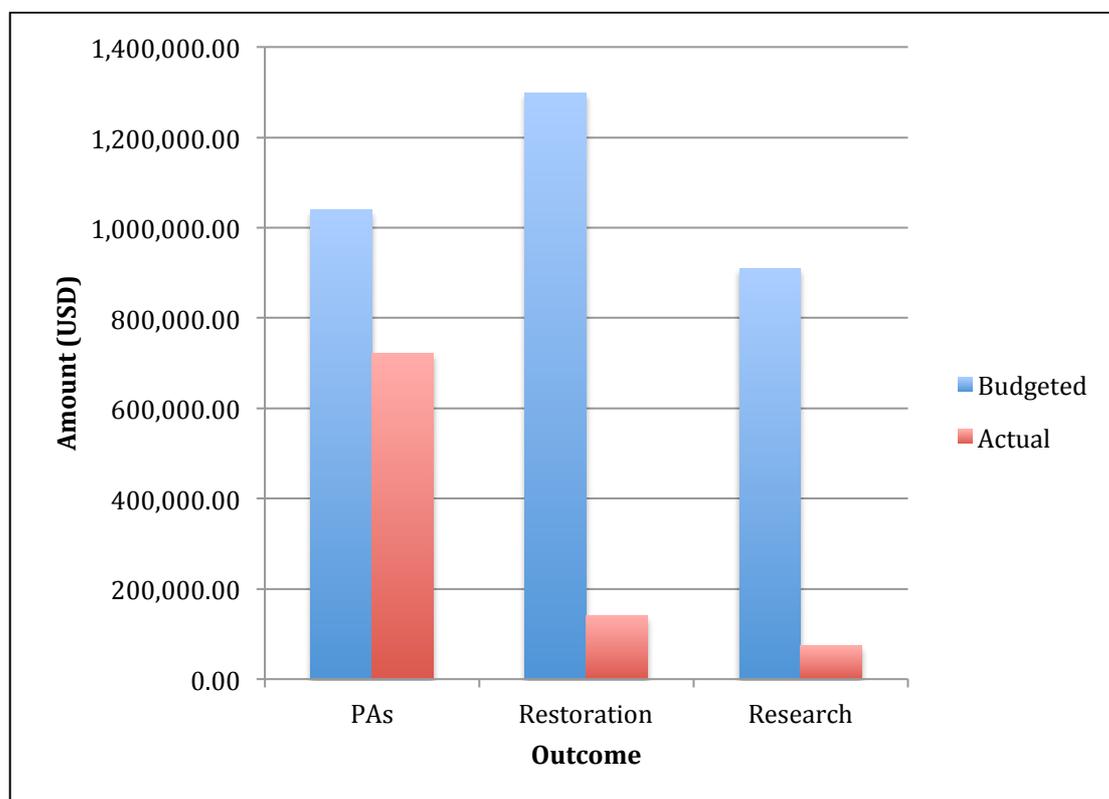


Figure showing the total actual expenditure, to date, against the budgeted amounts for each of the three components

A further aspect of note is that there is no project management budgetline. This has two consequences and one assumption. The assumption is that the project management is included in each of the three components; this raises the question of whether absolutely nothing was done on components two and three during the first six months of the project’s life – which is obviously relatively significant in a three-year project? The first consequence is that project

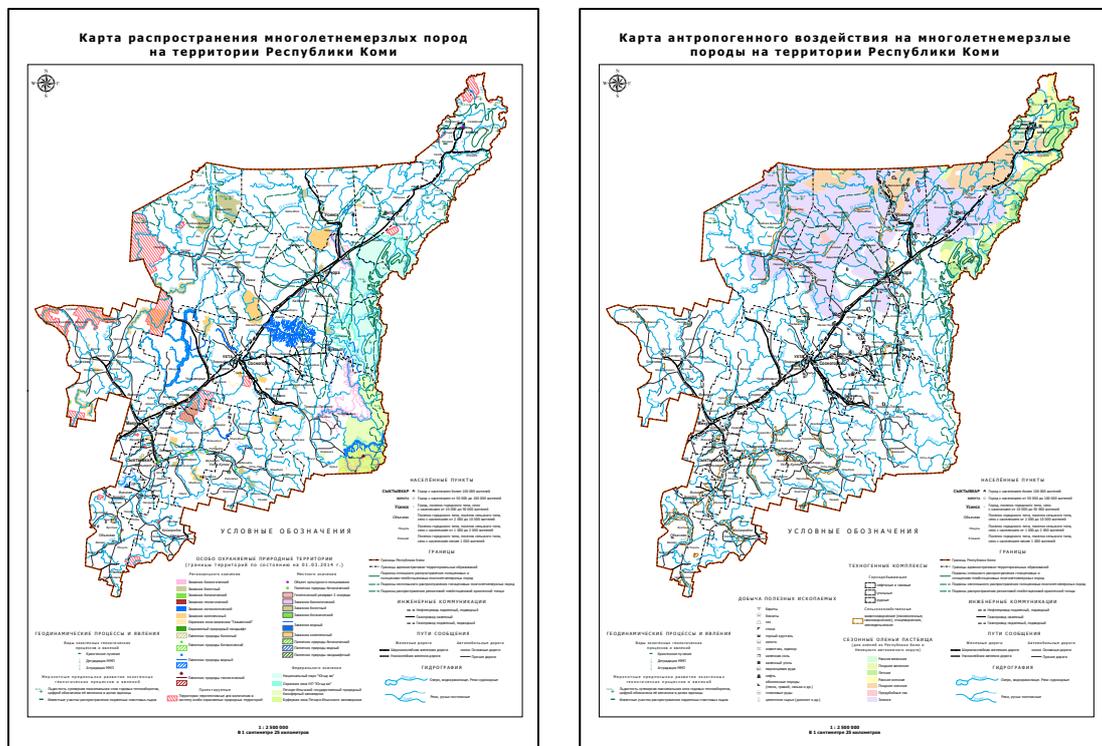
management costs remain unknown – thus, the overall efficiency of project implementation remains unknown. The second consequence is that there was an assumption in the UNDO-GEF project that such a large team could have only been sustained if the project management costs were shared across the three grants that the project team has been (and still is) implementing (see sections 3.1.8 and 4.1.4 of the main UNDP-GEF TE report). As a consequence, it is recommended that some form of reporting of project management budgeting and reporting is carried out in the remaining part of the project (even if it is indeed that these costs are included in the different components).

Project Results

While spending has been lower than expected, the project has embarked in a number of activities. These include, by outcome:

Outcome 1: Protected areas

- Creating a general permafrost map for the Komi Republic and the NAO



Figures showing preliminary maps showing i) the extent of the permafrost in the Komi Republic and ii) the anthropogenic impacts on the permafrost ecosystems in the Komi Republic. The final maps are expected by March 2015.

- Procuring an all-terrain vehicle for carrying out fire surveillance and patrolling of the alpine tundra zones of Yugyd va National Park (thereby explaining the frontloading on the expenditure on Outcome 1)
- Carrying out a socio-economic assessment in the vicinity of the proposed *zakaznik*
- Carrying out biodiversity surveys within the proposed protected areas

- Creating awareness (specifically through the production of booklets and developing a separate section of the website dedicated to the project⁸) regarding the ClimaEast project and its objectives
- Developing climate mitigation and adaptation sections to the management plan for Yugyd va National Park
- Convening a workshop on “Landscape indications of geocryological conditions in the northeast of Europe”
- Procurement of equipment and building infrastructure for *zakazniks* and District level authorities

Outcome 2: Peatland restoration

- Carrying out a review of ecological restoration within Arctic environments and preparation of provisional guidelines for carrying out restoration
- Building a conceptual model for carrying out ecological restoration of peatlands
- Carrying out a legal review of the legislation to determine the scope for economic incentives for restoration within the voluntary carbon market
- Identifying three pilot sites for restoration on the basis of agreed criteria; within each site, carrying out baseline surveys
- Designing the feasibility and engineering work for restoration of the pilot sites
- Developing framework for the monitoring of the restored and control sites
- Carrying out theoretical, desk-based studies and establishing permanent plots in trial sites
- Integrating project data into negotiations at IPCC and presenting results in international conferences and workshops

Outcome 3: Monitoring and research

- Establishing three sites for monitoring permafrost peatlands in Inta District
- At each site, equipment for meteorological, temperature (including sub-surface) and greenhouse gas (CO₂ and CH₄) flux monitoring was installed; plant associations in the pilot sites were characterised

Overall, in presentation of the results of the project, there is a little muddling among the three outcomes of the project, with some things arguably attributed to the wrong outcome (thematically and, presumably, financially). For example, the development of a handbook for integrated peatland monitoring and the development of a system for the classification of peatland was attributed to Outcome 1 (Expanding and strengthening protection of forest and permafrost ecosystem) and not Outcome 3 (Monitoring and research: exchanges between leading permafrost scientists, publication of results). This extends also to aspects of Outcome 2.

In summary, then, despite the underspend that is evident from the Project Finances, the project has been very active and taking significant steps forward.

In contrast to the steps that have been undertaken in the north (i.e., in the Komi Republic and NAO), progress in the Steppe Project has been extremely slow and

⁸ See http://undp-komi.org/en/index.php?option=com_content&view=section&layout=blog&id=19&Itemid=69

limited. It appears as if currently only one site has been selected for rewetting and restoration (the Berkazan-Kamish peatland – and area of approximately 600ha).

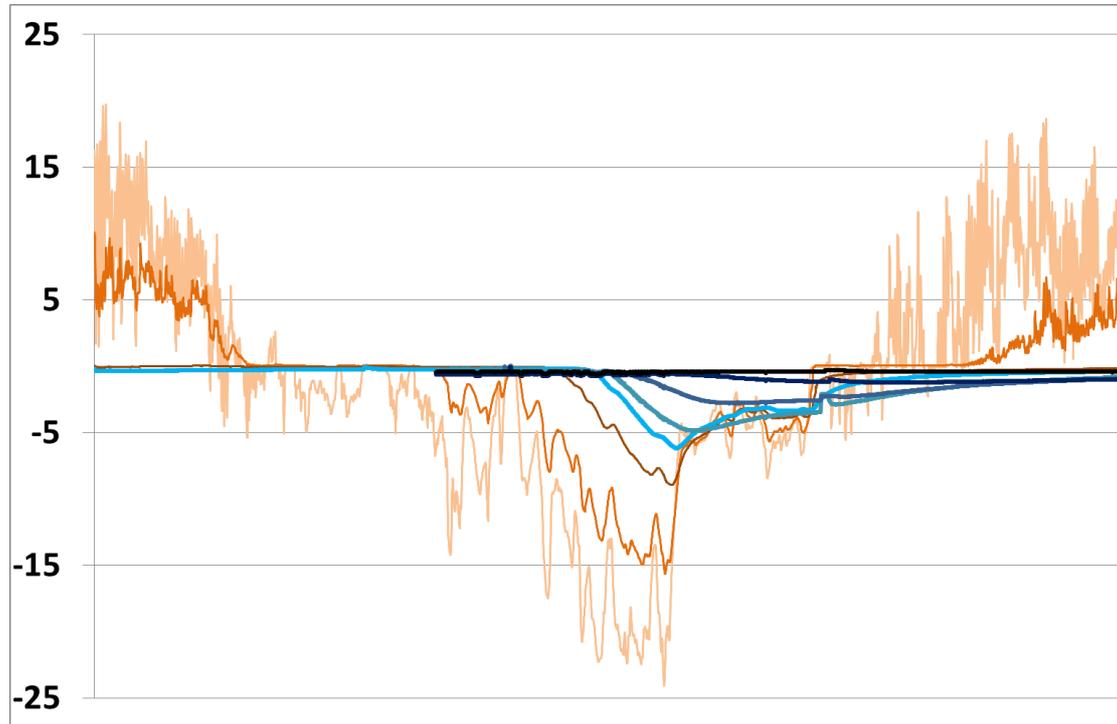


Figure showing data from the monitoring of temperatures at different heights at fixed monitoring posts. The orange-beige lines represent the monitoring points above ground, while the blue lines represent points below ground level.

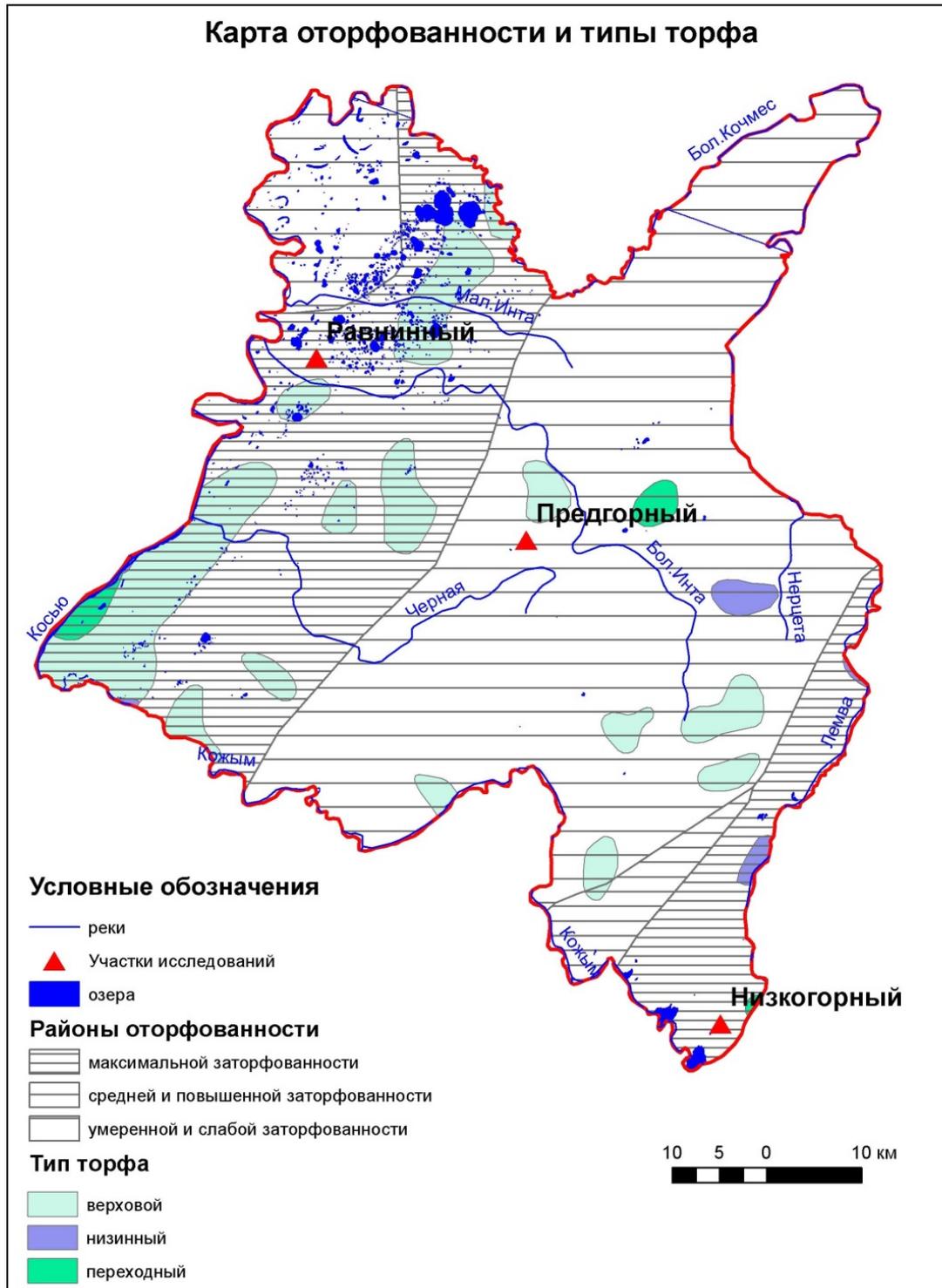


Figure showing the three sites selected for installation of monitoring stations – for monitoring climatic conditions and greenhouse gas fluxes.

Table - Results framework, ClimaEast

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	STATUS (MTE)	Means of Verification
<p>Output 1: Expanding and strengthening protection of forest and permafrost ecosystem</p> <p>Baseline: Permafrost carbon pools underrepresented in the regional PA system, management capacities of existing PAs to conserve high-value natural forests and fragile permafrost ecosystems are limited</p> <p>Indicators:</p> <ul style="list-style-type: none"> - 20,000 ha of new regional protected area created in the Chernorechenskaya area of the Komi Republic - Strengthened protected area management capacities of the largest existing forest-and permafrost protected area Yugyd Va National park (1.9 mln ha). 	<p>Year 2013 Methodology for classification and mapping of peatlands on permafrost developed (quarter 1 through 3) and appraised (quarter 4). Feasibility assessment for creation of a new regional zakaznik in the permafrost area performed (quarter 2-3). Capacity assessment of the strengthen capacities of the Yugyd Va National Park performed, capacity gaps and needs identified (quarter 2-3). Climate mitigation and adaptation plans developed for the target protected areas (quarter 3-4).</p> <p>Year 2014 Analysis of existing and potential threats for permafrost ecosystems performed (quarter 1 through 4). Technical & staff capacities of the Yugyd Va National Park strengthened (quarter 2-3). Means provided for implementation of PA climate mitigation and adaptation plans, including fire surveillance and prevention equipment (quarter 2-3).</p> <p>Year 2015 Programmes developed to engage local and indigenous communities into forest fire prevention measures, conservation and adaptation activities (quarter 1 through 4).</p> <p>Year 2016 Creation of a new regional zakaznik in the permafrost area of the Komi</p>	<ul style="list-style-type: none"> • General permafrost map for the Komi Republic and the NAO almost complete (early 2015) • All-terrain vehicle for Yugyd va National Park procured • Socio-economic assessment in the vicinity of the proposed <i>zakaznik</i> complete • Biodiversity surveys within the proposed protected areas completed • Worked to create awareness • Management plan for Yugyd va National Park • Convened a workshop on “Landscape indications of geocryological conditions in the northeast of Europe” • Procured equipment and building infrastructure for <i>zakazniks</i> and District level authorities • Creation of new PA “Chernorechenskyi” included into the Strategic plan of Pas development of the Komi Republic, accepted by Komi Gorverment 27.05.2014. • Technical & staff capacities of the Yugyd Va National Park strengthened. • Significantly improved understanding of ecosystems and management requirements 	<ul style="list-style-type: none"> • Published and approved managed plan for Yugyd va National Park • Awareness raising publications • Project website • Vehicle in field • Map of proposed protected area • Annual report of Institute Biology • APR ClimaEast • Workshop and conference presentations • Adopted Strategic Plan for the protected area system of the Komi Republic

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	STATUS (MTE)	Means of Verification
<p>Output 2: Piloting restoration of peat permafrost ecosystems: hydrological restoration, assisted revegetation</p> <p>Baseline: abandoned permafrost ecosystems at various stages of degradation</p> <p>Indicators:</p> <ul style="list-style-type: none"> - 180 ha of abandoned permafrost peatland ecosystem restored - 60 ha of permafrost peatland under ongoing industrial exploitation – agreements reached with companies on biodiversity and climate-friendly restoration after completion of their activity, in order to avoid permafrost melt. 	<p>Republic finalized (quarter 1-4).</p> <p>Year 2013 Restoration methodologies developed by experts (quarter 1-3). Selection of restoration sites reconfirmed (quarter 3). Feasibility study (incl. fieldwork) for each of the pilot sites performed (quarter 3). Regulatory gap analysis for restoration performed (quarter 2-3). Community outreach ensured (quarter 2-4). Necessary land use permissions obtained (quarter 4).</p> <p>Year 2014 Technical plans for restoration designed (quarter 1-2). Equipment & machinery required for restoration procured (quarter 2-3). Restoration works initiated (Q3).</p> <p>Year 2015 Monitoring of restoration activities ensured (quarter 2-4).</p> <p>Year 2016 Restoration completed (quarter 2 3). Effectiveness of restoration for biodiversity and carbon mitigation assessed and monitored (quarter 2-4). Lessons learned collected, result dissemination activities performed (quarter 3-4). Rehabilitated lands transferred for use of local deer herders (quarter 4)</p>	<p>Completed work:</p> <ul style="list-style-type: none"> • Review of ecological restoration within Artic environments and preparation of provisional guidelines for carrying out restoration • Conceptual model for carrying out ecological restoration of peatlands • Legal review of the legislation to determine the scope for economic incentives for restoration within the voluntary carbon market • Three pilot sites for restoration identified • Baseline surveys within each site • Design of engineering work for restoration of the pilot sites • Developing framework for the monitoring of the restored and control sites 	<p>Reports, publications and presentations at conferences</p>
<p>Output 3: Monitoring and research: exchanges between leading permafrost scientists, publication of results</p> <p>Baseline: environmental features of</p>	<p>Year 2013 Integrated peatland monitoring programme developed (quarter 1-4). Detailed fieldwork plan developed (quarter 2). Field monitoring</p>	<p>Completed work:</p> <ul style="list-style-type: none"> • Three sites for monitoring permafrost peatlands in Inta District established - at each site, 	<p>Installed equipment</p> <p>Annual report of Institute of Biology Publication of conference [Pastukhov A. et al, Permafrost peatlands in</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	STATUS (MTE)	Means of Verification
<p>permafrost peatlands in the Arctic are poorly understood. Lack of knowledge of the diversity, distribution patterns, and natural functions of the permafrost, on their biodiversity and gas regulation functions makes it difficult to plan restoration, conservation, and ecosystem management</p> <p>Indicators:</p> <ul style="list-style-type: none"> - 1 method for restoring permafrost ecosystem demonstrated resulting in slowing down of permafrost thaw - 3 articles in leading international journals on the subject of permafrost ecosystems relationship with climate change. 	<p>equipment procured, monitoring sites duly equipped (quarter 3-4).</p> <p>Year 2014</p> <p>Monitoring of GHG emissions for three peatland permafrost types (including those under restoration) initiated (quarter 2). Baseline carbon storage & emission data collected at the selected monitoring sites (quarter 2). Study on replacement of spruce forest species with deciduous species in forest tundra; shifting altitude and latitude of forest boundaries implemented (quarter 2-4).</p> <p>Year 2015</p> <p>Monitoring of GHG emissions for three peatland permafrost types (including those under restoration) continued (quarter 1-4). Detailed studies of carbon stocks in intact in permafrost zones (including gas exchange in soils, vegetation and bedding) continued (quarter 1-4).</p> <p>Year 2016</p> <p>Monitoring of GHG emissions at three peatland permafrost types (including those under restoration) continued (quarter 1-4). Impact assessment of climate change on the flora endemics finalized (quarter 3). Results of study on replacement of spruce forest species with deciduous species in forest tundra; shifting altitude and latitude of forest boundaries obtained (quarter 3). Lessons learned collected, result dissemination activities performed (quarter 4).</p>	<p>equipment for meteorological, temperature (including sub-surface) and greenhouse gas (CO₂ and CH₄) flux monitoring was installed; plant associations in the pilot sites were characterised</p>	<p>southern limit of the East-European cryolithozone // Proceedings of International conference «ELS 2014 - The Earth living skin: Soil, Life and Climate Change». Bari, Italy, 2014; Kaverin D. et al. Permafrost-affected soils of peat circles (the Northeast European Russia) // Proceedings of International conference «ELS 2014 - The Earth living skin: Soil, Life and Climate Change». Bari, Italy, 2014]</p>

Relevance

The project appears to be relevant to all stakeholders (EU, UNDP and the Russian Federation) and important given the nature and level of the threats.

Effectiveness & Efficiency

In terms of efficiency, the project has been built on the back of two other projects – the UNDP-GEF Komi PAS project and the UNDP-BMU-ICI project. There are significant synergies among the three projects. In addition, because the ClimaEast project is being implemented on the back of these two other projects, it draws off the existing management capacities, professional networks and implementation instruments; in this way, the project is achieving considerable efficiencies. While the UNDP-GEF project was still ongoing, there were also significant savings on project management costs.

While there are questions regarding the underspend within the project, progress appears to be satisfactory. This is the case in spite of a *very* limited functional field season in these northern areas: the working field season is between 45 and 60 days per year!

Country ownership

The majority of the work is being carried out either by consultants or by academic institutions under contract. That being said, there is a relatively strong sense of ownership among the implementation team all of whom are from local organisations.

Linkages need to be retained with the recently established PA Centre in the Komi Republic.

Mainstreaming

In principle, one of the principal objectives of the project is learning with the aim of replicating experiences and good practices. Indeed, the third component is set up on this basis alone. Given that the project is attempting to restore permafrost peatlands for the first time, this may have important implications for elsewhere in Russia and elsewhere in the world. Already there is communication and participation in various conferences and workshops.

As yet, however, the project has not attained sufficient results to finalise guidelines or manuals for replication of the practices and the results that have been attained so far are only preliminary in nature.

Sustainability

At this point in the project's lifetime, it is too early to comment extensively about the likelihood (or otherwise) of sustainability of the project's results and processes. There are various aspects of sustainability that will, ultimately, be of concern. These include:

- Maintenance of the equipment in the field such that long-term datasets regarding the meteorological, greenhouse gas fluxes and temperature data can continue to be collected. This will require institutional ownership (by the right institution) and funding
- If/when the protected areas are established (as they should be under component one), the protected areas will have to have appropriate

institutional housing, resource allocation (both human and financial) and other forms of capacity to ensure their sustainability

The project will have to start, even at this point, to consider these aspects and to ensure that there is sufficient institutional ownership of each of these components to ensure their long-term sustainability.

Impact

To date, the project has had limited *impact*. However, if it continues at the pace at which it has been going over the past eighteen months, it is likely to have significant impacts – i) in expanding the protected area systems of the Komi Republic and the NAO – with the associated biodiversity, ecosystems and ecological processes (although, as indicated below, this is the one area in which actually achieving the protected area expansion in the remaining will be challenging), ii) in the expansion of knowledge (of restoring permafrost peatlands, and of the ecological and biogeochemical processes of permafrost peatlands) and iii) in building capacity. However, the inertia must be maintained for these impacts to be attained.

Conclusions, Recommendations & Lessons

The conclusion is that the project is on a good track to achieve its objectives – at least in the Komi Republic and the NAO. Here there has been steady progress on all components despite the fact that the project is significantly underspent. As long as the momentum is maintained, the project should achieve the majority of its outcomes.

However, there is one significant caveat to that: drawing off the experience of the UNDP-GEF project, establishing protected areas is a *lengthy* and complicated process. The project (with UNDP-CO) must ensure that sufficient emphasis is placed on the establishment of the protected areas – otherwise this component of the project will not be complete. If, however, the project continues to underspend its budget, there could be an argument to request a no-cost extension of the project.

The progress in the Steppe Project is significantly lagging in comparison to the progress in the north.

Actions to follow up or reinforce initial benefits from the project, and corrective actions to improve project performance

The following recommendations can be made at this stage of the project:

- As mentioned above, if the project continues to underspend on its budgets and it has not fully achieved its objectives (particularly for component one – the establishment of protected areas), the project team and PSC should consider requesting a no-cost extension for up to a year (depending on funding). The decision for this should be taken no later than July 2015.
- In order to improve the likelihood of sustainability, the project should retain linkages with and involve, in as profound a way as possible, the organisations with the mandates for protected area management. For example, in the Komi Republic, this would be the recently established PA Centre.

- In contrast to the progress in the northern parts of the project (i.e., those taking place in the Komi Republic and the NAO), the progress in the Steppe Project has been slower – particularly for those aspects dealing with the establishment of the protected areas. Because of his extensive experience over the past six years in dealing with protected area establishment and protected area systems, it is recommended that the Project Manager of the Komi/NAO project assist the executors of the southern project with this aspect of the project. Thus, he may provide all backstopping to the project executors and, if necessary, take over responsibility for these aspects of the project. This will impose a significant travelling commitment on the Project Manager. One (not mutually exclusive) alternative to this would be to hire someone to deal specifically with this aspect in the south. This person would then be permanently in place in the region in which the project is attempting to establish a protected area. S/he would then work directly with the authorities (with the support of the Komi/NAO PM) to go through the process of establishing the protected area, writing the TOR for feasibility studies, legal aspects, etc. until the task was complete.
- The project will, potentially, have significant implications for the oil and gas industries: i) for restoration of permafrost peatland and forest sites once their reserves become depleted and ii) for offsetting damage to sites – and offsetting could either be in the form of restoring damaged areas or protecting pristine sites. However, this will (probably) require amendment to the legislation (specifically regarding the oil and gas companies' requirements). If there is sufficient funding in the final six months of the project, it may be useful to engage a lawyer to examine the law and determine the feasibility of making amendments to the law in order to make this obligatory for oil and gas companies that have been working in these sensitive areas.

Lessons learned (including lessons that might improve design and implementation)

- While obvious, it is worth mentioning that this project has benefitted from being implemented by an experienced and well-connected team. This has not only added to cost effectiveness but also, significantly, to how efficient and effective they have been in implementing the project to date. Where it is possible, in the future, to replicate this, it will improve delivery of projects.

Annex XI: Evaluation Consultant Agreement Form

Evaluators:

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

Evaluation Consultant Agreement Form

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

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

Signed at: Kampala, Uganda On: 22 January 2015

Signature



Evaluation Report Reviewed and Cleared by

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____