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UNDP-GEF Midterm Review

Conservation of globally significant biodiversity and sustainable use of ecosystem services in Algeria's cultural parks

Final report, 8th February 2018



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i. Basic Report Information

Project title : Conservation of globally significant biodiversity and sustainable use of ecosystem services in Algeria's cultural parks

Project number: 78496 **Award ID:** 61754

UNDP PIMS: 4153 **GEF PMIS:** 3952

MTR time frame (mission): 5 – 19 September 2017

Date of MTR report: 8 February 2018

Region and countries included in the project : Algeria

GEF Operational Focal Area / Strategic Program : Biodiversity, land degradation

Executing Agency : UNDP

Implementing Partner : Ministry of Culture

Agency in charge of coordination and supervision : Ministry of Foreign Affairs

Equipe MTR :

- Dr. BLOESCH Urs
- Prof. CHEHAT Foued

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We are deeply grateful to the Project Team (PPCA) for its generous hospitality and frank collaboration throughout the mission. We sincerely thank UNDP-GEF for entrusting to us the realisation of the Midterm Review of this Project. We also extend our warmest thanks to all other persons who have contributed by their engagement and knowledge to the success of the MTR. Finally, we warmly thank the local population for their great hospitality and their interest in the mission.

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iii. Acronyms and Abbreviations

APC	Assemblée Populaire Communale (People's Communal Assembly)
CM	Collaborative Management
CMU	Central Management Unit
CP	Cultural Park
DGF	Directorate General of Forests
GEF	Global Environment Facility
GIS	Geographic Information System
IEC	Information, Education, Communication
MFA	Ministry of Foreign Affairs
MERE	Ministry of Environment and Renewable Energies
METT	Management Effectiveness Tracking Tool
MoC	Ministry of Culture
MTR	Midterm Review
NGO	Non Governmental Organisation
NIM	National Implementation
ONPCA	<i>Office National du Parc Culturel de l'Ahaggar</i>
PA	Protected Area
PIF	Project Identification Form
PIR	Project Implementation Review
PMU	Project Management Unit
PPCA	<i>Projet Parcs Culturels Algériens</i>
RTA	Regional Technical Advisor
SOP	Strategic Orientation Plan
SPANB	Stratégie et Plan d'Actions Nationaux pour la Biodiversité
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change

1. Executive Summary

Table 1: Project information

Project Title	Conservation of globally significant biodiversity and sustainable use of ecosystem services in Algeria's cultural parks			
PMIS ID GEF	3952	Financing	At the approval of Project Document	Spent at the time of MTR
UNDP PIMS ID	4153	Financing GEF	US\$ 5,387,142	US\$ 3,505,717
Country	Algeria			
Region	Africa	Financing UNDP	US\$ 522,858	US\$ 8,203,444
Focal Areas	Ecosystems and Biodiversity	Financing Government	US\$ 20,803,052	
Implementing Agency	Government (Ministry of Culture)	Total Co-financing	US\$ 27,251,766	US\$ 11,709,161
GEF Approval	12 September 2011	Total Project Budget	US\$ 27,251,766	
Signing of Project Document	24 October 2012			
Launching Workshop	04 October 2013			
Closing date before review	31 October 2018			
Closing date after review	31 October 2019			

Project description

The objective of this Project is to support the management of the national system of cultural parks in Algeria to secure the conservation of globally significant biodiversity and the sustainable use of ecosystem services, while at the same time, protecting the cultural heritage. The Project has been designed in line with the national priority given to the creation of a system of CPs endowed with Management Plans according to the law 98-04 and the National Master Plan for Archaeological and Historical Sites (CEO). This plan is embedded in the National Territorial Development Scheme defined by the law 10-02 from 29th June 2010 (see Annexe G).

Moreover, the Project has been designed conforming with the Strategic Objective (SO1) of the GEF, and more specifically with the second sub-objective « Increasing the protect area coverage » and compatible with the framework of the third strategic Programme entitled « Enhancing the network of terrestrial protected areas ».

The Project includes five CPs (Tassili N'Ajjer, Ahaggar, Touat-Gourara-Tidikelt, Tindouf and Saharan Atlas) focussing on six priority sites whereof three are in Tassili N'Ajjer (Meddak, Tihodaïne and Anhef) and three sites in Ahaggar CPs (Taessa, Tefedest and Serkout, Mouyidir). These priority sites, characterised by their particular ecosystems and high biodiversity, are destined to become reference and demonstration sites for the replication of the approach to other sites in the five CPs. In that respect, the conservation of the biodiversity and the use of ecosystems services will be considered as a model for the sustainable and efficient use of natural resources. Considering the arid to hyper-arid climate of the Project area, component 3 of the Project integrates soil conservation measures in the sustainable use of the priority sites. Moreover, the collaborative management agreements in the priority sites include investments to reduce the land degradation.

The Project implementation should allow resolving partially or totally problems at ecological (climate change), institutional, organisational and at capacity level (lack of technical expertise).

Table 2: Ratings & achievement summary of the Project *Conservation of globally significant biodiversity and sustainable use of ecosystem services in Algeria's cultural parks*

Evaluation	Evaluation MTR	Description of the achievement
Project strategy	N/A	
Progress towards results		
<p>Objective of the Project: The national system of cultural parks in Algeria is managed to secure the conservation of globally significant biodiversity and sustainable use of ecosystem services</p>	<p>Achievement of the objective: MS (Moderately Satisfactory) Score: 4</p>	<p>i) The conservation of the bio-cultural heritage and a sectoral action plan for cultural parks, have been mainstreamed into the latest version of the national biodiversity strategy which includes for the first time the objectives and opportunities offered by the national system of CPs in Algeria in addition to those offered by the national system of PAs. ii) Commitment for the elaboration of the implementing decree for adopting the tool under law 98-04 (Management plans). iii) CMU is in place and coordinates his work with the local PMUs. iv) Analysis of the traditional ecological knowledge is ongoing.</p>
<p>Outcome 1: The expanding national system of cultural parks manages ecosystems and biodiversity assets in a systematized, inclusive and efficient way</p>	<p>Indicator 1: Changes in capacity assessment scorecard for the national system of cultural parks Achievement: S (Satisfactory) Score: 5</p>	<p>Scores from 30/06/2017</p> <p><u>Policy</u> Systemic: 67% Institutional: 67%</p> <p><u>Implementation</u> Systemic: 67% Institutional: 83% Individual: 67%</p> <p><u>Participation & consensus</u> Systemic: 67% Institutional: 67% Individual: 67%</p> <p><u>Use of information and knowledge</u> Systemic: 33% Institutional: 33% Individual: 67%</p> <p><u>Monitoring</u> Systemic: 50% Institutional: 67% Individual: 33%</p> <p>Significant improvement of several parameters (in bold in the text)</p>
	<p>Indicator 2: Changes in financial sustainability Scorecard for the national system of cultural parks Achievement: MS (Moderately Satisfactory)</p>	<p>Scores from 30/06/2017</p> <p><u>Component 1:</u> 60.9% <u>Component 2:</u> 50.7% <u>Component 3:</u> 12.5% <u>Total score:</u> 46.1% Slight improvement of the score for the three components</p>

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	Score: 4	
Outcome 2: Public support for cultural parks expands the stakeholder base contributing to their conservation and management	Indicator: Dissemination of the CP concept among the target audience, measured through a system of periodic polling surveys Achievement: MS (Moderately Satisfactory) Score: 4	Important outreach activities based on the IEC strategy are important and target various audiences. However, the absence of any survey or impact assessment makes it difficult to measure the real impact.
Outcome 3: Management effectiveness at the Tassili N'Ajjer and Ahaggar Cultural Parks is enhanced	Indicator: METT score Achievement: MS (Moderately Satisfactory) Score: 4	METT scores 2017 Tassili N'Ajjer CP: 70 Ahaggar CP: 70 Management has improved in both CPs
Outcome 4: Conservation of flagship species in the Tassili - Ahaggar region is enhanced	Indicator: Distribution of the cheetah population and density of key prey species Achievement: MS (Moderately Satisfactory) Score: 4	The 30 months study to develop a cheetah conservation plan using camera traps has started in July 2017. Monitoring data for Dorcas Gazelle in the priority sites of Taessa and Tihodaïne show a slight upward trend in numbers of individuals / km of transect.
Outcome 5: Threats and degradation of priority biodiversity conservation and Ramsar sites of the Tassili N'Ajjer and Ahaggar CPs are reduced	Indicator 1: The level of poaching recorded in priority sites Achievement: MS (Moderately Satisfactory) Score: 4	Data is collected in the two sites (Taessa and Tihodaïne) shows a downward trend. The consolidated average occurrence is 0.1 poaching incidents / day of observation. However, the monitoring protocol has to be applied to all priority sites as soon as possible.
	Indicator 2: Rate of loss of tree cover in priority biodiversity sites (N. of trees / ha) Achievement: S (Satisfactory) Score: 5	The diachronic study supported by remote sensing (1986-2016) indicate a positive evolution of vegetation cover which increased by 317 hectares in urban areas and 395 hectares in rural areas (region of Iherir)
	Indicator 3: Water quality on Ramsar sites Achievement: S (Satisfactory) Score: 5	Samples have been taken from 45 wetlands in both CPs, including Ramsar sites. Physico-chemical parameters and bio-indicators are currently analysed.
Outcome 6: Strengthened sense of ownership by resource users and other stakeholders through the implementation of collaborative management agreements reduces pressure on ecosystem functions in the Tassili N'Ajjer and Ahaggar CPs	Indicator 1: Number of CM agreements covering priority biodiversity sites in the CPs [Taessa 494 km ² , Tefedest 6,085 km ² , Imidir 11,160 km ² , Serkout – Anhef 19,600 km ² , Tihodaïne 1,404 km ² , Meddak 2,445 km ²] Achievement: S (Satisfactory) Score: 5	Six CM agreements formalized and being implemented in the priority sites of Tihodaïne, Meddak Iherir (Tassili N'Ajjer CP) and in the priority sites of Taessa, Tefedest and Serkout (Ahaggar CP). Two CM agreements in preparation for the priority sites of Ahhef (Tassili N'Ajjer CP) and Mouyidir (Ahaggar CP)

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	<p>Indicator 2: Number of proposals originating from women that are integrated in the CM agreements</p> <p>Achievement:</p> <p>S (Satisfactory) Score: 5</p>	<p>To date, 44 proposals from women have been incorporated into project activities and three types of activities of a total of five directly benefit women.</p>
	<p>Indicator 3: Codification and capitalization of traditional ecological knowledge associated with adaptation to climate change</p> <p>Achievement:</p> <p>MS (Moderately Satisfactory) Score: 4</p>	<p>Initial analysis of traditional ecological knowledge has been completed. A customary practice for the common management of natural resources (<i>Agadal</i>) could be adapted and implemented under the Monitoring Committee of the agreements. The agreements give the Committees the right to examine the management of the common resources. The expert work has only just begun.</p>
<p>Outcome 7: Alternative livelihood approaches contribute to reducing pressures on productive ecosystem services and improving socio-economic status at priority sites in the two parks</p>	<p>Indicator 1: Co-financing mobilized for the implementation of eco-development actions and to combat land degradation</p> <p>Achievement:</p> <p>S (Satisfactory) Score: 5</p>	<p>The sectoral commitments with regard to co-financing PPCA activities totalise US\$ 8,203,445 on 31/12/2016. These commitments include:</p> <ul style="list-style-type: none"> - Pastoral water management : US\$ 4,770,119 - Reforestation: US\$ 59,589 - Plant nurseries and seed banks: US\$ 301,763 - Animal husbandry schemes: US\$ 16,661 - Women's traditional handicrafts: US\$ 65,894 - Environmental education: US\$ 1,176, 821 - Other eligible actions: US\$ 1,812,557 <p>An assessment at the date of the MTR is not possible. The closure of the budget year is 31/12/2017.</p>
	<p>Indicator 2: Percentage of tour operators adopting the sustainable tourism charter developed for the Tassili N'Ajjer- Ahaggar region</p> <p>Achievement:</p> <p>MS (Moderately Satisfactory) Score: 4</p>	<p>10 out of 60 certified tourist agencies operating in the Ahaggar CP adhere to the approach initiated (only one sixth of all).</p>
<p>Project implementation and adaptive management</p>	<p>Achievement:</p> <p>S (Satisfactory) Score: 5</p>	<p>The CMU and the local PMUs are well established and coordinated.</p>
<p>Sustainability</p>	<p>Achievement:</p> <p>Moderately Likely Score: 3</p>	<p>At least some achievements will sustain after the project ends; the commitment to integrate the Project staff into the structure of the MoC is a major asset for the</p>

		conservation of biodiversity and the management of ecosystem services in the long run.
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The Project performances at the time of the MTR are as follows:

Coherence: There is a good coherence between the objective and the outcomes at the time of the MTR.

Relevance: The Project objective is in line with the national strategies regarding a) the conservation of biodiversity, b) the protection of the environment and the sustainable development, and c) the fight against desertification and land degradation. During the implementation of the Project, relevant partners and beneficiaries have been selected.

Effectiveness: The CMU as well as the local PMUs are efficient even if the local PMU of the Tassili N'Ajjer CP seems to have some difficulties to be fully operational. The MoC shows a high level of commitment in a successful implementation of the Project and is supporting the sectoral collaboration with the other involved line ministries thereby facilitating the field work of the PPCA. Nevertheless, the overall effectiveness can only be increased if the MoC is strengthening its involvement for achieving the outcome 1 which is critical for the sustainability of the Project. The increase of the overall effectiveness will also depend on the capacity building of all persons involved in Project activities and thus on the achievement of the outcome 3. Finally, the improvement of the effectiveness depends on the establishment of a Project database which is also shared with the partners of the multi-actor platform. The effectiveness of communication and outreach activities could be better assessed once the survey of the target audiences will be realised.

Conclusions: Overall, the results achieved at the date of the MTR are satisfactory. The strengths of the Project are a) the commitment of the MoC and its close supervision and support of the PPCA's activities, b) the coherent composition of the Project teams, c) the quality of partnerships established with the sectoral partners essential for the Project management, and d) the appropriate management arrangements.

Moreover, the project now has additional legal anchorages (*Stratégie et Plan d'Actions Nationaux pour la Biodiversité 2016-2030, SPANB*) and in particular law 11-02 from 17 February 2011 on protected areas), what legitimise the Project's approach activities. The CPs have been explicitly considered as PA thereby being a part of the national network of PAs with the legal obligation to have a management plan. It should also be noted that the MoC and the CPs are considered as full members of the national commission for PAs and the commissions for Wilayas.

However, some delay in the real take-off of the Project still exists, especially for the outcome 1 which is essential for the sustainability of the Project. In addition, some adjustments are necessary in the data collection and analysis for measuring the change of the biodiversity indicators.

Table 3: Recommendation summary

Rec #	Recommendations	Responsible entity ¹
O1	Give absolute priority to the elaboration of management plans for each CP and to the establishment of a close coordination between the five CPs for adopting a common management for PAs.	
A	Output 1.3: Formal procedures are adopted and implemented for the development of Management Plans for CPs in Algeria, integrating biodiversity concerns and ecosystem services (also output 3.1).	

¹ The responsible entity fulfils the role of the driving force for an activity.

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A1	Given the overriding importance of the management plans for the CPs and the delay in their establishment, the Project should give an absolute priority to the elaboration of a) the Strategic Orientation Plan, b) the regulatory texts and c) the General Management Plans for the Tassili N'Ajjer and Ahaggar CPs. These elements will facilitate the extension of the approach to the other CPs and could also offer a frame of reference for the development and management of PAs of other line ministries (Environment, DGF).	MoC, CMU
O2	Consolidate the applied approach for the public awareness and its support for the activities developed in order to protect the biodiversity in the targeted sites of each CP.	
B	Output 2.1: Stakeholder fora and communication campaigns are designed and implemented.	CMU
B1	Assessing the internal communication impact on the knowledge and attitude of the local population regarding the protection of the biodiversity and the sustainable management of natural resources in the CPs by means of an opinion poll.	CMU
B2	Elaboration of a strategy for strengthening the external communication and to globally promote the textbook case of Algeria's ecocultural parks.	CMU
O3	Accelerate the implementation of the specific training programmes for each category of staff including in this procedure the whole staff of the five CPs.	
C	Output 3.2: Strengthening the management units of Tassili N'Ajjer and Ahaggar CPs through a qualifying training of at least 50% of their staff (and 25% of the staff of the newly created CPs) according to the certified training programme adopted by the MoC.	
C1	Give a higher priority to the implementation of the training plan whose design and execution over the course of the Project will be decisive for its sustainability.	CMU
D	Output 3.3: The monitoring system for ecosystems supported by GIS assists management decisions at CP level.	
D1	Strengthen and facilitate the monitoring and evaluation system for the eco-development activities by the creation of a common database for all sectors.	CMU, local PMUs, CP Offices
D2	Define the approach to assess the impact of the Project on the conservation of the biodiversity for the terminal evaluation considering changes in the methodology, integration of new sites, increasing number of observations, and statistical aspects (baseline). This approach will also serve for monitoring and evaluation of the actions which will continue even after the Project ends.	CMU, local PMUs, CP Offices
D3	Integrate in the methodology as defined for the diachronic study of the vegetation those parameters which will allow to discern the specific effects of climate change and rainfall from the specific effects of the human impact.	CMU
D4	Develop and disseminate a manual of common procedures for all SIG users to ensure homogenous data collection for the biodiversity monitoring system in order to further strengthening the capacity building of the staff (CMU, local PMUs).	CMU
E	Output 6.1: Implementation of the collaborative management agreements developed in the priority sites of the Tassili N'Ajjer and Ahaggar CPs.	
E1	Accentuate the outreach efforts of the collaborative management agreements for the benefit of the local population involved, namely nomadic and semi-nomadic pastoralists, who are the main guarantors of the biodiversity protection in the priority sites supported by a monitoring and evaluation system for the collaborative management agreements.	CMU
F	Project implementation and adaptive management	
F1	Strengthen the consultation and regular exchanges between the various stakeholders for a) implementation of the relevant national strategies and sectoral policies (biodiversity,	Intersectoral at central level, tripartite, CP, CMU

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	environment, agriculture and forestry, water resources, tourism, culture ...) and b) the elaboration of General Management Plans cross-sectoral consultation forum to be defined).	
F2	Strengthen the technical monitoring committees of the multi-actor platform and organise systematically common site visits in Tassili N'Ajjer and Ahaggar CPs with the partners (DGF, agriculture, environment, water resources, and tourism) in order to sustain the approach after the Project closure.	CMU, local PMUs, CP Offices
F3	Redefine more precisely the indicators for the outcome 5 regarding the damage to the vegetation cover especially through different types of illegal harvesting of wood (importance of the cutting techniques for the survival of the tree).	CMU
G	Sustainability	
G1	Start thinking about the content of a new Project which should assure the sustainability of the Project beyond 2020 for the purpose, notably, to consolidate the approaches initiated in the three other CPs to bring them to the same level as in Tassili N'Ajjer and Ahaggar CPs.	MoC, CMU
G2	To ensure continuity in the work realised by the Project, we should start thinking about core ideas which could be used to design a new Project that would ensure the reinforcement of the existing interdependences among culture – biodiversity – natural resource management –livelihoods of the local population.	MoC, CMU
H	Extension of the Project	
H1	The MTR team recommends a Project extension of one year (October 2020) considering the accumulated delays for the real take-off of the Project.	Tripartite, GEF

2. Introduction

The UNDP-GEF Midterm Review (MTR) of the full-sized project titled *Conservation of globally significant biodiversity and sustainable use of ecosystem services in Algeria's cultural parks* (PIMS 4153) implemented through the *Ministry of Culture, Algeria* was undertaken in September 2017. As outlined in the GEF Monitoring and Evaluation Policy (GEF 2011), MTRs are a mandatory requirement for all GEF-financed full-sized projects.

The MTR assesses the progress towards the achievement of the project objective and outcomes as specified in the Project Document. Early signs of project success or failure will be analysed and corrective actions will be recommended to ensure that the project keeps on track in view of achieving eventually optimal results by its completion. The MTR also lays the foundation for the Terminal Evaluation.

The scope of the MTR encompasses an effective field implementation period of about three years (see text box in chapter 3 for details). The geographical coverage includes the two demonstration sites, the Tassili N'Ajjer and the Ahaggar (CPs) and the three recently in 2008 created CPs of Touat-Gourara-Tidikelt, Tindouf and the Saharan Atlas. The MoC of Algeria has developed an important national network of CPs, presently covering an impressive 1,042,577 km² or 43.8% of the national territory.

The creation of the CPs is in line with the law 98-04 from 15th of June 1998, referring, inter alia, to the law 83-03 from 5th of February 1983 on the protection of the environment. Article 38 of this law stipulates that land of high cultural importance and which constitutes an inseparable unit with the environment is classified as CP. Furthermore, the decrees regarding the creation of CPs (DE 08-158 and DE 08-159 for Touat-Gourara-Tidikelt and Tindouf CPs, respectively, and DE 09-407 for the Saharan Atlas CP) referring to a) the law 01-20 from 12th November 2001 on sustainable management and development of the territory, b) the law 04-03 from 23rd June 2004 on the protection of mountainous areas, and c) the decree 83-509 from 20th August 1983 on the protection of non-domesticated animals. Moreover, the decrees laying down the creation of the CPs stipulate, inter alia, in article 5 that CPs aim to take all necessary measures for the management, protection and development of both, the cultural and natural richness.

Methodology

The methodology of the MTR process follows strictly the ToR (see Annexe A) and the *Guidance for conducting midterm reviews of UNDP-supported, GEF-financed projects* (UNDP-GEF 2014).

The MTR team assessed the following four categories of project progress:

- 1) **Project strategy** focussing on project design and results framework/logframe;
- 2) **Progress towards outcomes (outputs)** including review of logframe indicators and review of GEF tracking tools;
- 3) **Project implementation and adaptive management** focussing on management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications;
- 4) **Sustainability** including financial risks to sustainability, socio-economic risks to sustainability, institutional framework and governance risks to sustainability and environmental risks to sustainability.

For each of these categories several evaluation questions with their indicators, sources of data, and methodology were elaborated for guiding the MTR (see Midterm Review Evaluative Matrix in Annexe B).

A mixed evaluation method has been applied including document reviews (secondary data) and interviews and direct on-site observations (primary data). The MTR team focussed on evidence-based information that is credible, reliable and useful. The triangulation of multiple data sources allowed verifying or cross-checking the data to ensure the validity of the findings (UNDP 2009).

The MTR team has reviewed all relevant sources of information received from the Project Team as well as other documents. This desk review included documents prepared during the preparation phase (PIF, Project Document) and project reports including annual project reports/PIRs, project budget revisions, national strategic and legal documents, and other materials relevant for this evidence-based review (see Annexe G). The MTR team draw heavily on data generated through the monitoring process during the project implementation (annual reports, PIRs) allowing the evaluation of the performance indicators.

The careful selection of stakeholders and their close involvement in the MTR is key for the success of a participatory evaluation. A first mission programme defining the sites to be visited and stakeholders to meet in Ahaggar and Tassili N'Ajjer CPs has been prepared by the Project Team. Finally, the field visits had to be slightly changed due to the delayed authorisation for the transfer by road from Tamanrasset to Djanet (see itinerary in Annexe E). But the change in the programme allowed to interview additional stakeholders. The common travelling, visits and stays overnight during the field mission with the Project team and representatives of the CPs and the MoC (only in Tassili N'Ajjer) allowed further discussing several topics amongst the mission members.

In Ahaggar CP, the field visits focussed on the Taessa priority site including Tagmart village (park station, eco-development, discussion with male population), Tarhenanet village (park station, eco-development, discussion with male population), and the transect of Idikel including an old pistachios stand. Moreover, in the Tefedest priority site, the park stations at Hirafok and Idelès were visited. In addition, in Idelès the local authorities (APC) were interviewed and the waste water treatment plant and the tourist reception centre visited (both infrastructures realised under the co-financing of the Government of Algeria).

In Tassili N'Ajjer CP, the priority site of Meddak was visited including the wetland of Issendilen, the interviews with the local authorities (APC) of Bordj El Houes, the village of Torset (eco-development, discussion with male and female population) and the Ramsar site at Iherir (eco-development, tourism and discussion with male population).

For the interviews and the semi-structured focus group discussions key questions have been prepared ahead of the meetings. Examples of key questions allowing open-ended discussions with the local populations and authorities are given in Annexe C. In total, four group discussions with the local population and two interviews with the local authorities have been conducted. With respect to the principles of an independent evaluation, the staffs of the Project/CPs and of the MoC were not participating in the conversation as interviewees might not feel comfortable to speak openly in their presences. The interview with the GEF Regional Technical Advisor was held over skype. A list of persons interviewed is given in Annexe F.

At the end of the field mission, a restitution workshop was organised in Algiers with key stakeholders in order to share and further analyse preliminary findings and recommendations. Participants of the workshop included senior management staff from the CMU and the local PMU of the CPs and representatives from the Ministry of Foreign Affairs, the MoC, the Directorate General of Forestry and UNDP.

Several limitations to the MTR are to be considered: The very vast area of the Tassili N'Ajjer and Ahaggar CPs poses logistical access problems given the shortage of time for the field mission. Therefore, a representative assessment of the project implementation progress and its challenges based on field observations and interviews is difficult. Nevertheless, it is hoped that there is only little sampling bias in the selection of sites and interview groups by the Project team. Another challenge faced during the interviews with the local population was the attitude of those working for the CPs to monopolise the conversations and it was difficult to get also the opinions of those not directly involved in the implementation of the Project activities. As mentioned, the needs for an escort (request and delay for approval) did only affect the transfer by road from Tamanrasset to Djanet which was finally not granted.

In chapter 3 the Project and the background context are briefly described. The finding of the MTR regarding project strategy, progress towards results, project implementation and adaptive management, and sustainability are presented in chapter 4. Conclusions and recommendations are outlined in chapter 5.

3. Project Description and Background Context

Development context

The Project meets the concerns expressed in the *Rapport National sur l'État et l'Avenir de l'Environnement* adopted by the Council of Ministers on 12 August 2001. This report defines the national strategy for the environment in accordance with the socio-economic priorities of the Country. This led, in January 2002, to the elaboration of the *Plan National d'Actions pour l'Environnement et le Développement Durable* (PNAE-DD) whose guidelines have been considered by the Project. Moreover, the Project objective is part of the priority objectives defined in the *Stratégie et Plan d'Actions Nationaux pour la Biodiversité 2016-2030* (SPANB). The MoC and the staff of the CPs have actively participated in the elaboration of this policy document. Thus, among the flagship measures identified, six directly conform with the expected results of the Project.

- The establishment of a network of PAs through the implementation of existing projects and the creation of new protection and conservation areas;
- The conservation, the sustainable management, the development and valorisation of the biodiversity in the CPs by developing synergies with the PAs;
- The inventory and valorisation of the intangible cultural heritage (knowledge and know-how) related to biodiversity, notably in CPs, as a vector of territorial development;
- The capacity building of the management of the PAs and the CPs and the training on biodiversity of their staff based on a needs analysis;
- The revision of the status of state structure (e.g. *Centre National de Développement des Ressources Biologiques*, National Parks, CPs, etc.);
- The development of ecotourism.

Moreover, the SPANB explicitly foresees the creation of a network among CPs and PAs. The Project has now an additional legal basis in the law 11-02 from 17 February 2011 on protected areas within the framework of sustainable development. This law led to the executive decree 16-259 from 10 October 2016 defining the composition, the organisational arrangements of the national commission for PAs and the commissions for Wilayas. In these commissions, the presence of representatives of the CPs and the MoC is explicitly foreseen. This solid legal basis should ensure the sustainability of the action implement by the Project in the medium and the long term.

Problems that the project sought to address: threats and barriers targeted

According to the Project Document, the principal barriers hindering the MoC's efforts toward improving the management effectiveness of the cultural park system are at three levels: systemic, operational and institutional.

At the **systemic** level the key difficulty is associated with defining and developing a management planning process that will provide effective, bioregional and cross sectoral planning and management tools suited to the scale and complexity of cultural parks. This is reflected in weak institutional capacities and legal frameworks in order to implement biodiversity conservation initiatives, the application of legislative and regulatory measures and to establish strategic partnerships as well as cross-sectoral coordination of activities.

At the **operational** level, operational and individual capacities at sites need to be strengthened in order to effectively protect the multiple values of parks while capturing global environmental benefits. Rigorous management planning is currently in progress and there is a need to set up and implement a decision support system based on the regular update and relay of biodiversity and ecosystems-related monitoring data.

At the **institutional** level there is a clear need to enhance the legal and administrative procedures sustaining collaborative management processes involving the local population. Sustainable use and conservation objectives are weakly considered in the local development agenda due to limited awareness about resources, functions and ecosystem values, as well as poor practices leading to ecosystem degradation and species loss. The lack of technically sound management plans and ineffective policies for the development of alternative livelihoods furthers this trend.

The threats and pressure on biodiversity and ecosystem services in the Tassili N'Ajjer and Ahaggar CPs may be summarised as follows:

- Overexploitation of vegetation due to the commercial production of fuelwood, the collection of medicinal and forage plants and localised overgrazing;
- Poaching, particularly through indiscriminate hunting of large mammals;
- Habitat modification, mainly due to inadequate waste management and pollution control in urban impact zones, inappropriate agricultural techniques, infrastructure development, and unsustainable tourism practices;
- Weakening cultural services, particularly local ecological knowledge systems, as result of sedentarisation and changing lifestyles.

Project description and strategy

The Project titled *Conservation of globally significant biodiversity and sustainable use of ecosystem services in Algeria's cultural parks* has been signed by the Government of Algeria and UNDP on 24 October 2012 for a planned period of 7 years. The UNDP-GEF Project is implemented by the MoC. The MTR, initially foreseen for end of 2016 was postponed to September/October 2017 as a result of the difficulties to hire a national consultant.

The Ministry of Culture of Algeria has developed an important national network of cultural parks, presently covering an impressive 1,042,577 km². During the first Project, UNDP-GEF targeted the Tassili N'Ajjer and Ahaggar CPs for their interventions. These two demonstration sites belong to the Central Saharan ecosystem characterised by its extreme arid conditions, a high climatic variability and unpredictability in time and space. These ecosystems of unique biodiversity are very fragile and particularly vulnerable.

The first project had been designed to implement a comprehensive package of measures to enable an effective country-driven conservation initiative that secures global environmental benefits. The current project (2012 – 2019) has been revised to reflect emerging facts, incorporate lessons learned from the first Project, and to ensure the protection of the cultural heritage and the support for the sustainable human development while focussing on biodiversity.

The solution proposed by this Project is a strengthened network of CPs with an adequate systemic, institutional and operational capacity to: (i) effectively plan and manage the CPs based on scientific data and information; (ii) mitigate the threats to, and pressures on the biodiversity and ecosystem services contained within the CPs; (iii) effectively plan sustainable financing for CP management and improve cost effectiveness; and (iv) ensure better integration of the socio-economic development priorities of local resource users in the management of the CPs. The project will focus on improving capacities at central level in the MoC and in two demonstration sites, the Tassili N'Ajjer and the Ahaggar CPs.

The total budget of the Project amounts to US\$ 27,251,766 including a contribution from GEF of US\$ 5,387,142, from UNDP of US\$ 522,858 and from the Government of Algeria as co-financing an amount of US\$ 20,803,052.

According to the Project Document, the **objective of the Project** is to manage the national system of CPs in Algeria in a way to secure the conservation of globally significant biodiversity and sustainable use of ecosystem services.

As a result of the experience gained during the first Project focussing only on biodiversity, ecosystem services, including cultural services, have now been included in this Project. Such a more holistic approach with the inclusion of the cultural heritage is considered an essential strategy to ensure the ecological sustainability of Algeria's network of CPs.

The Project is based upon three components, seven outcomes and 16 outputs to ensure quality of work done as shown in Table 4.

Table 4 : Structure of the Project

Project objective : The national system of cultural parks in Algeria is managed to secure the conservation of globally significant biodiversity and sustainable use of ecosystem services		
Component	Expected outcome	Expected output
COMPONENT I: SYSTEM-LEVEL INTERVENTION	Outcome 1: The expanding national system of cultural parks manages ecosystems and biodiversity assets in a systematized, inclusive and efficient way	Output 1.1: A Strategic Orientation Plan of the national of CPs is developed. Output 1.2: Strengthened programming, monitoring and oversight functions of the responsible services of the MoC for the adaptive management of CPs. Output 1.3: Formal procedures are adopted and implemented for the development of Management Plans for CPs in Algeria, integrating biodiversity concerns and ecosystem services. Output 1.4: Definition of a professions naming for the staff of Algerian CPs and development of a certified training programme integrating biodiversity conservation. Output 1.5: Biodiversity Action Plans for the three newly established CPs are developed.

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	Outcome 2: Public support for cultural parks expands the stakeholder base contributing to their conservation and management	Output 2.1: Stakeholder fora and communication campaigns are designed and implemented.
COMPONENT II: SITE LEVEL INTERVENTION (Tassili N'Ajjer and Ahaggar CPs) Sub-component A: Conservation management	Outcome 3: Management effectiveness at the Tassili N'Ajjer and Ahaggar Cultural Parks is enhanced	Output 3.1: Development and formal adoption of management plans for the Tassili N'Ajjer and Ahaggar CPs. Output 3.2: Strengthening the management units of Tassili N'Ajjer and Ahaggar CPs through a qualifying training of at least 50% of their staff (and 25% of the staff of the newly created CPs) according to the certified training programme adopted by the MoC. Output 3.3: The monitoring system for ecosystems supported by GIS assists management decisions at CP level. Output 3.4: Development and upgrading of park infrastructure.
	Outcome 4: Conservation of flagship species in the Tassili - Ahaggar region is enhanced	Output 4.1: A cheetah conservation plan is formulated and implemented in the Algerian Central Sahara.
Sub-component B: Reducing pressures on ecosystems	Outcome 5: Threats and degradation of priority biodiversity conservation and Ramsar sites of the Tassili N'Ajjer and Ahaggar CPs are reduced	Output 5.1: Surveillance and enforcement systems are strengthened in priority biodiversity conservation sites. Output 5.2: An integrated conservation programme is implemented in the wetlands including the Ramsar sites of the Tassili - Ahaggar region.
	Outcome 6: Strengthened sense of ownership by resource users and other stakeholders through the implementation of collaborative management agreements reduces pressure on ecosystem functions in the Tassili N'Ajjer and Ahaggar CPs	Output 6.1: Collaborative management agreements are implemented in the 6 priority sites of the Tassili N'Ajjer and Ahaggar CPs.
	Outcome 7: Alternative livelihood approaches contribute to reducing pressures on productive ecosystem services and improving socio-economic status at priority sites in the two parks	Output 7.1: Technical and financial resources are mobilised at the level of the Wilayas for the sustainable development program of the two CPs. Output 7.2: Strengthening the sustainable tourism by involving local communities and developing partnerships with the private sector.
COMPONENT 3: PROJECT MANAGEMENT, MONITORING AND EVALUATION		

Table 4 summarises the components and the outcomes and outputs expected of the Project considering the revision of the logframe from 11 September 2014. This revision has not modified the number of outcomes (7) nor the number of outputs (16) expected according to the logframe of the Project Document. The first modification concerns the number of components (3 instead of 4) following the grouping of the components 2 and 3 of the Project Document into the new component "site level intervention" with two sub-components which does not change the coherence of the Project structure. The second modification concerns the following two outputs:

- Output 1.4 which includes the definition of a professions naming related to biodiversity conservation for the recruitment of new profiles of the staff of Algerian CPs.
- Output 3.2 which aims to strengthen the management units of Tassili N'Ajjer and Ahaggar CPs through a qualifying training. The initial training figures in the Project Document for the staff of the Tassili N'Ajjer and Ahaggar CPs and of the newly created three CPs have been reduced from 80% to 50% and 40% to 25%, respectively.

The modification of the output 1.4 was necessary since formerly the profile of the CP staff did only focus on the conservation and protection of the cultural heritage and did not include the biodiversity conservation. Therefore, the definition of a professions naming related to biodiversity conservation was necessary for the recruitment. The modification of the output 3.2 seems to be motivated primarily by the understanding that the initial figures of 80% and 40%, respectively, were overestimated and not realistic. It is also worth noting that the three new CPs continue to be integrated in the Project namely at least in two outcomes (outcome 1 and 3) and two outputs (outputs 1.5 and 3.2).

Project Implementation Arrangements

The Project management structure is as follows:

- The **Tripartite** with representatives from the MFA, MoC and UNDP which oversees the major activities and provides strategic direction.
- The **Steering Committee** composed of representatives of all partners / sectors concerned including UNDP. It meets twice a year in view of evaluating project progress and monitoring the project delivery according to the annual work plan.
- The **Central Management Unit (CMU)**, under the overall guidance of the National Project Director, a) is in charge of the coordination and supervision of the activities implemented in the CPs and b) provides technical support to the local PMUs.
- The **local Project Management Units (PMU)**, under the responsibility of the directors of the five CPs.

The local populations of the Tassili N'Ajjer and Ahaggar CPs, composed of nomadic and semi-nomadic pastoralists, had established for several generations a regulatory framework defining the rules for the sustainable use of natural resources (arable land, rangeland, hunting, gathering of aromatic and medicinal plants, etc.). Hence the Project seeks to strengthen this traditional regulatory framework for further reducing the threats to the biodiversity. Therefore, the priority will be given to the elaboration and implementation of the CM agreements in the priority sites. The CM agreements will be signed by the local authorities and technical services. The agreements will be implemented by local management committees which are well rooted in existing social networks and having robust conflict mediation systems. They regularly organise meetings to bring together resource users and other key stakeholders to ensure the monitoring of activities stipulated under the CM agreements.

Multi-actor platforms will be installed at Wilaya level including the key partners from the technical services (forest conservation, agriculture, environment, water resources, and tourism) in the Tassili N'Ajjer and Ahaggar CPs.

Project timing and milestones

According to the GEF procedure, the Project concept has been received by the GEF on 8 April 2009. After it had been examined, the concept was approved on 30 June 2009 for potentially receiving support from the GEF. The concept has been further developed resulting in the elaboration of the Project Document which was endorsed by the GEF on 12 September 2011. Thereafter, the Project Document was signed by the MFA and the MoC on behalf of the Government of Algeria and by the UNDP on 24 October 2012. However, the real start of the Project has been delayed. While a small Project management unit was established in 2013, the field activities only started after a launching workshop in October 2013. The designated National Project Director was called upon to take other functions and he was replaced early 2014. The logframe was revised in June 2014 considering the recommendations from the launching workshop. Therefore, the MTR is evaluating effectively an implementation period of about three and a half years.

Milestone dates:

- 8 April 2009: Reception of the Project concept by the GEF
- 30 June 2009: Approval of the Project concept by the GEF
- 12 September 2011: Endorsement and signing of the Project Document by the GEF
- 24 October 2012: Signing of the Project Document by MFA and the MoC on behalf of the Government of Algeria and by the UNDP
- October 2013: Project launching workshop
- June 2014: Submission of the revised logframe to the GEF
- September 2014: Approval of the revised logframe by the GEF
- October 2019: Project closure (according to the signing date of the Project Document)

It should be noted that during the period from 12 September 2011 to 24 October 2012 the Project could not be started without the signing of the Project Document by the Government of Algeria. Moreover, from October 2012 to September 2014, the errors found in the Project Document had led the MoC to propose a revision of the logframe which has finally been approved by the GEF in September 2014. It is only from that date on that the Project really started in the field.

Project duration and closure

The duration of the Project is 7 years (please note that an error occurred on the front page of the Project Document stipulating a closure date of October 2018 instead of October 2019)

There are three different understandings regarding the date of the Project closure:

GEF: September 2018

UNDP: October 2019

Government / PPCA: October 2020

The MTR team considers October 2019 as Project closure for evaluating the progress made towards the expected results. See recommendations for the Project extension.

Summary of main stakeholders

The Project is working closely with a wide range of actors directly linked with the objective of the Project (MoC, MAE, MERE, Ministry of Water Resources, DGF), as well as with the authorities at Wilaya level, UNDP-GEF, UNESCO, universities, research institutes, civil society, private sector, the press and other media, and the resource users of the CPs.

4. Findings

4.1 Project strategy

Analysis of the Project Design

The Project is in line with the global objective of the Government of Algeria for the national development strategies and plans related to environmental sustainability following a cross-sectoral approach and based on a partnership with the civil society. This objective is clearly set out in the law 01-20 from 12th November 2001 on sustainable management and development of the territory, in the law 03-10 from 19 July 2003 on the protection of the environment within the framework of sustainable development and in the *Stratégie et Plan d'Actions Nationaux pour la Biodiversité 2016-2030* (SPANB). This target was reiterated in the law 11-02 from 17 February 2011 on protected areas which defines the PAs and which integrates the CPs in the nomenclature of Algeria's PAs.

The objective of this Project is to manage the national system of CPs in Algeria in a way to secure the conservation of globally significant biodiversity and sustainable use of ecosystem services. The Project will be responsible notably for the identification of key ecological corridors and linkages with other PAs and potential cross-border PAs.

This Project will contribute to a systematic assessment of the biodiversity and cultural heritage resources in the CPs. There is now a growing need to consider the natural and the cultural heritage as two closely interrelated and interdependent concepts and no longer as two distinct domains. Algeria's CPs can serve as textbook case at the international level. These natural Algerian sites have been shaped by ancient ecocultural traditions of the nomadic and semi-nomadic pastoralists considering „nature“ and „culture“ as complementary and indissociable.

In terms of management, it is also necessary to rethink our current approaches which consider the management of the nature and the culture independently of each other. Certain cultural aspects are too often neglected in the conservation perspective of the nature and vice versa (Patrimoine mondial 2015). The collaborative management of resources of the ecocultural heritage and the development of sustainable systems for livelihoods and tourism could leverage synergies between the different sectors while aiming for the biodiversity conservation of the whole area.

Moreover, the Project has been designed conforming with the Strategic Objective (SO1) of the GEF, and more specifically with the second sub-objective « Increasing the protect area coverage » and compatible with the framework of the third strategic Programme entitled « Enhancing the network of terrestrial protected areas ».

The coherence between the global objective of the Government of Algeria and the Project objective is indisputable. The Tassili N'Ajjer and Ahaggar CPs have many sites of interest for the protection of the biodiversity given the richness and diversity of their ecosystems. Within these two CPs, the Project has selected six priority sites for the protection of the biodiversity. These sites will become reference and demonstration sites for the extension of the approach to other relevant sites within the five CPs. They constitute a reference and a model for a rational and efficient use of natural resources of all PAs in Algeria. The attainment of the Project objective will facilitate the achievement of the national objective since the mastery of this new approach by the CPs could be usefully shared with other PAs from other Ministries in charge (MERE, DGF).

Once the Project objective has been defined seven outcomes have been described. These outcomes are divided into two components (one is subdivided in two sub-components). A

third component has been identified for the management of the Project. One could consider that the stated objective will be achieved once the seven outcomes will be reached.

The key elements of the Project strategy can be summarised as follows:

- Focussing on Tassili N'Ajjer and Ahaggar CPs and by pushing for the elaboration, formal adoption and implementation of a) the management plans (and their integration in the development plans at Wilaya level), b) the regulatory procedures, and c) the strategies for the conservation and the sustainable management of the biodiversity and the ecosystem services.
- Develop action plans for the preservation of biodiversity in the three new CPs (Touat-Gourara-Tidikelt, Tindouf, and Saharan Atlas).
- Build the capacity of all stakeholders at all levels: technical staff at the MoC level, CMU staff, and CP staff.
- To raise awareness actors and potential partners at all levels: staff of the technical services of the Wilayas and the relevant personnel at the level of the APCs, members of the NGOs working on the question of the environment, the local populations and all the citizens at the national level.
- Carry out sustainable eco-development actions on a pilot basis in the six priority sites selected with the aim of supporting the livelihoods of the local populations and to reinforce the respect of the CM agreements that will be implemented and to develop the cross-sectoral dialogue and the practice of co-financing.
- Develop the sharing of information and experiences between all partners identified locally and nationally but also internationally.

The Project's strategy is sufficiently clear but it does not provide for any alternatives in case that locally it proved impossible to develop a permanent and formal cross-sectoral dialogue. In addition, it does not advocate any specific approach towards local private companies that could be involved in the process, apart from tourist agencies.

Assumptions and risks

The Project Document identified five main assumptions which are presented in Table 5 along with the respective levels of the risks.

Table 5: Assumptions/risks of the Project

Assumptions	Risks	Score
1. Sufficient human, technical and financial resources are mobilised to manage the national CP system	The human, technical and financial resources mobilised are insufficient	Medium
2. Direct users of resources and other key actors are actively involved through formal CM arrangements and are motivated by increased support from the CP authorities	Resource users and other key actors are not sufficiently involved in biodiversity management	Medium
3. The process of decentralization and implementation of new participatory management techniques is properly conducted	Delays hinder the process of decentralization	Medium
4. Climate change and climate variability have adverse effects on food security and ecosystem services	Climate change impacts result in species loss and livelihoods due to increased pressures on natural resources, resulting in their degradation	Low
5. A strategic partnership is established with the private sector and the ministry	Security issues reduce the possibility of developing sustainable tourism activities	Medium

in charge of tourism	and Algeria cannot become an attractive market for international tourism	
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The identified risks are consistent with the assumptions used and the Project assigned a score to each of the identified risks using a three-level scale (low, medium, high). These ratings and the strategies identified to reduce risks are relevant except for the fifth assumption. Indeed, the geopolitical conditions in the Sahel region negatively affect tourism activity in the Tassili N'Ajjer and Ahaggar CPs by reducing the flow of foreign tourists. This assessment of the situation has been taken into account in the development of the tourism strategy oriented towards the promotion of national tourism, which is part of the program drawn up by the Algerian Government. The situation is expected to continue for many years and it is premature to evaluate the results of the national tourism development strategy. In fact, this risk should have been explicitly taken into account in the revised logframe from September 2014.

Analysis of the framework outcomes/indicators of the Project

The Project Document identified 16 indicators divided between the objective of the project (3) and the 7 expected outcomes. Of this total, the revision made for the logical framework at the start of the project (see *Aide-mémoire* of 11/09/2014), reduced to 15 the number of indicators and modified 13 of them. The adjustments made to the indicators are relevant for most of them, for example the indicators selected for ecological sustainability, institutional sustainability, socio-cultural sustainability, and outcomes 1, 3, 4 and 5.

The changes made here can be considered as well formulated and meet the expected requirements of a quality indicator: specific, measurable, attainable, relevant and time-bound.

However, it should be noted that the proposed new indicator for outcome 2 is less precise (and thus less constraining) than that included in the Project Document. The same is true for the first indicator of the outcome 6, the modification of which leads to a reduction of the constraint imposed to verify the achievement of the outcome. In both cases, the Project Document indicators were more appropriate.

In the end, there is good consistency between the objective of the Project and the expected outcomes. The validated assumptions are generally realistic, aside from the last one regarding sustainable tourism. The indicators are globally relevant, apart from the two indicators reported.

Integration of lessons learned from other similar projects

In the design phase, the Project anticipated the capitalisation of lessons that can be learned from the implementation of the first project in the Tassili N'Ajjer and Ahaggar CPs. This capitalisation was made during the first year of the Project and was very useful for the definition of activities in each of the annual implementation plans.

Indeed, the first Project allowed, among others:

- The creation, for the first time, of nuclei of teams specialised in biodiversity in the Tassili N'Ajjer and Ahaggar CPs, teams which were able, along with the experts recruited, to learn the techniques of monitoring fauna and flora biodiversity and the recording of collected data;
- The test of the participative natural resource management approach and the validation of the link between this approach and the support through eco-development actions ensuring the involvement of local populations;

- The design and implementation of an information, education and communication strategy for a variety of local audiences (schoolchildren, college and university students, other citizens, local authorities, etc.);
- The segmentation of tourist flows according to their profiles and the nature of their expectations in the regions covered by the two CPs and the identification of priority actions to be taken to develop adapted sustainable ecotourism.

Replication approach

The Project has started to develop an approach aimed at reproducing the achievements of the Project at the level of the CPs of Tassili N'Ajjer and Ahaggar in the other CPs (Tindouf, Touat-Gourara-Tidikelt, and Saharan Atlas).

The active participation of the CMU in the debates organised around the national strategy and action plan for biodiversity as well as the National Monitoring Committee will facilitate the sharing of experience with the managers of other PAs managed by other sectors. However, at the international level the project should reinforce the dissemination of its unique experiences made with the principle of the inseparability between cultural heritage and biodiversity in the management of PAs.

4.2 Progress towards the achievement of objective, outcomes and outputs

Progress towards the goal and results is shown in Table 6 while progress towards the anticipated outputs is given in Table 7.

Table 6: Progress towards objective and outcomes (Achievement of objective/outcomes at the end of the Project)

Project Strategy	Indicator	Baseline Level	End-of-Project Target	Midterm Level & Assessment	Achievement Rating	Justification for Rating
<p>Objective: The national system of cultural parks in Algeria is managed to secure the conservation of globally significant biodiversity and sustainable use of ecosystem services.</p>	<p><u>1) Ecological Sustainability</u> Elaboration, adoption and implementation of the General Management Plans for the CPs according to the principle of inseparability of the ecocultural heritage [including biodiversity and ecosystem services of global importance].</p>	<p>A first Action Plan for Biodiversity was developed for the Tassili N'Ajjer and Ahaggar CPs.</p> <p>The principle of inseparability is enshrined in law 98-04 on the protection of cultural heritage.</p>	<p>The decrees of application of the law 98-04 determine the procedures of instruction of the General Management Plans of the Algerian CPs.</p> <p>Conforming instruments are developed for the Tassili N'Ajjer and Ahaggar CPs.</p>	<p>Development of the reports on the Strategic Orientation Plan (SOP) for the CPs and the decree to allow the elaboration of their General Management Plans.</p> <p>Multidisciplinary team of 6 recruited experts.</p>	<p>MS (Moderately Satisfactory) Score: 4</p>	<p>Very short time remaining for the adoption of the regulatory texts whereas the draft legislations are not yet ready.</p>
	<p><u>2) Institutional Sustainability</u> A dedicated structure, responsible for the management of the national system of Algerian CPs, is established.</p>	<p>The Algerian CPs are currently managed individually by the Offices of each CP.</p>	<p>Management structure of the Algerian CPs instituted and equipped with permanent staff and adequate technical and financial resources to accomplish its missions.</p>	<p>The Central Management Unit (CMU), core element of the future national management structure of CPs is operational, and coordinates work with the Offices of the five CPs.</p> <p>The integration of CMU staff into the civil service is late but should be effective by the end of 2017.</p>	<p>MS (Moderately Satisfactory) Score: 4</p>	<p>The choice made for the creation of an agency to manage the coordination between the CPs requires a decree whose project is not yet ready while the time required for its adoption by the government is very long.</p>

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	3) <u>Socio-cultural Sustainability</u> Patrimonialization of knowledge cycles, especially in terms of traditional ecological knowledge in the CPs.	Traditional ecological knowledge and knowhow in the Algerian CPs are poorly codified and capitalised.	The extracurricular tools adopted in the Wilayas concerned, integrate traditional knowledge, especially in terms of ecological knowhow.	The identification of traditional ecological knowledge and knowhow has barely begun. Pedagogical manuals for schools in the region, as well as trainers and CP officers, have been finalized but not published and disseminated.	MS (Moderately Satisfactory) Score: 4	The ongoing contracting of a traditional ecological knowledge expert will help to reach the objective at the end of the project. Publishing and distribution of manuals produced can be done in 2017/2018.
Outcome 1: The expanding national system of cultural parks manages ecosystems and biodiversity assets in a systematized, inclusive and efficient way.	4) Rating of the UNDP / GEF assessment tool of the capacities of the national system of cultural parks.	<u>Policy</u> Systemic: 67 % Institutional: 67 % <u>Implementation</u> Systemic: 33 % Institutional: 44 % Individual: 33 % <u>Participation & consensus</u> Systemic: 50 % Institutional: 50 % Individual: 33 % <u>Use of information and knowledge</u> Systemic: 50 % Institutional: 50 % Individual : 33 % <u>Monitoring</u> Systemic: 50 % Institutional: 33 % Individual: 33 % AVERAGE: 44%	<u>Policy</u> Systemic: 100 % Institutional: 100 % <u>Implementation</u> Systemic: 67 % Institutional: 59 % Individual: 67 % <u>Participation & consensus</u> Systemic: 83 % Institutional: 33 % Individual: 67 % <u>Use of information and knowledge</u> Systemic: 100 % Institutional: 67 % Individual: 67 % <u>Monitoring</u> Systemic: 67 % Institutional: 33 % Individual: 67 % AVERAGE: 66%	<u>Policy</u> Systemic: 67 % Institutional: 67 % <u>Implementation</u> Systemic: 55 % Institutional: 55 % Individual: 65% <u>Participation & consensus</u> Systemic: 75 % Institutional: 65 % Individual: 60 % <u>Use of information and knowledge</u> Systemic: 50 % Institutional: 33 % Individual: 67 % <u>Monitoring</u> Systemic: 50 % Institutional: 65 % Individual: 33 % AVERAGE: 57%	S (Satisfactory) Score: 5	Constant capacity building and efforts to better target follow-up actions in the field.

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	5) Rating of the UNDP / GEF assessment tool of the financial sustainability of the national system of CPs.	<u>Component 1:</u> Legal, regulatory and institutional Frameworks: 51,2 % <u>Component 2:</u> Business planning and economic management tools: 49,2 % <u>Component 3:</u> Tools for revenue generation: 8,8 % <u>Total result:</u> 40,6 %	<u>Component 1:</u> 67 % <u>Component 2:</u> 77,6 % <u>Component 3:</u> 40,3% <u>Total result:</u> 65,9 %	<u>Component 1:</u> 60 % <u>Component 2:</u> 51 % <u>Component 3:</u> 15 % <u>Total result:</u> 45 %	MS (Moderately Satisfactory) Score: 4	Tools for revenue generation are not yet developed.
Outcome 2: Public support for cultural parks expands the stakeholder base contributing to their conservation and management.	6) Dissemination of the CP concept among the target audience, measured through a system of periodic polling surveys.	To be defined based on surveys targeting specific segments of the population. The data available for the Tassili N'Ajjer and Ahaggar CP must be verified at the start of the project.	The perception / understanding of the mandate of the cultural parks increases by at least 25% among the population of the Tassili N'Ajjer and Ahaggar CPs, and of 50% among the population of the other parks and the general public.	67 articles in the national press (public and private); 43 TV shows; 228 broadcasts by local radio; 6 online social networks; 4231 visitors to the PPCA website; 108 cultural and scientific events.	MS (Moderately Satisfactory) Score: 4	No survey and no poll conducted to assess the impact of these activities.
Outcome 3: Management effectiveness at the Tassili N'Ajjer and Ahaggar CPs is enhanced.	7) Rating of the METT assessment tool.	<u>Rating METT:</u> Tassili N'Ajjer: 65 Ahaggar: 62	<u>Rating METT:</u> Tassili N'Ajjer:77 Ahaggar: 78	<u>Rating METT:</u> ² Tassili N'Ajjer: 70 Ahaggar: 70	MS (Moderately Satisfactory) Score: 4	Management improved in both CPs.

² After correction of the score for both PCs (arithmetic fault)

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<p>Outcome 4: Conservation of flagship species in the Tassili - Ahaggar region is enhanced.</p>	<p>8) Distribution of the cheetah population and density of key prey species.</p>	<p>Project 1 data on the presence and density of flagship species (cheetah, gazelles, Barbary sheep) verified and updated.</p>	<p>The distribution and density of flagship species is maintained or increased at priority sites.</p>	<p>The study of 30 months, based on photos (camera trap) to develop a plan for the conservation of cheetah started in July 2017. The Dorcas gazelle has been the subject of monitoring protocols in the priority sites of Taessa and Tihodaine since 2004-2005.</p>	<p>MS (Moderately Satisfactory) Score: 4</p>	<p>The cameras are installed and a first collection of photos has been made. But, adjustments will be necessary as the experience is new to the staff. Gazelles tracking method should be homogenised for all observers involved.</p>
<p>Outcome 5: Threats and degradation of priority biodiversity conservation and Ramsar sites of the Tassili N'Ajjer and Ahaggar CPs are reduced.</p>	<p>9) The level of poaching recorded in priority sites (N° of individuals / judicial investigations).</p>	<p>Data obtained during the first Tassili N'Ajjer / Ahaggar Project verified and updated.</p>	<p>The number of observations decreases by 50%.</p>	<p>Data are collected at two sites (Taessa and Tihoudaine) and indicate a downward trend.</p>	<p>MS (Moderately Satisfactory) Score: 4</p>	<p>The protocol must be extended to other sites as soon as possible.</p>
	<p>10) Rate of loss of tree cover in priority biodiversity sites (N. of trees / ha).</p>	<p>The density of the woody cover and its evolution for the period 2000-2014, measured with the assistance of the remote sensing.</p>	<p>The density of the woody cover is maintained or increases at the priority sites.</p>	<p>A diachronic study assisted by remote sensing (1986-2016), shows an increase in vegetation cover of 317 hectares in urban areas and 395 hectares in rural areas.</p>	<p>S (Satisfactory) Score: 5</p>	<p>Results to be confirmed and further clarified.</p>

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	11) Water quality on Ramsar sites.	Reference values for pollutants to be established by laboratory analyses.	Quantitative values to be established for the main parameters following the initial analyses.	Samples have been taken from 45 wetlands in both CPs, including Ramsar sites. Physico-chemical parameters and bio-indicators are currently analysed.	S (Satisfactory) Score: 5	The equipment for in situ water analysis being acquired should facilitate the planned replication of sampling and analysis at regular intervals.
Outcome 6: Strengthened sense of ownership by resource users and other stakeholders through the implementation of collaborative management agreements reduces pressure on ecosystem functions in the Tassili N'Ajjer and Ahaggar CPs.	12) Number of CM agreements covering priority biodiversity sites in the CPs [Taessa 494 km ² , Tefedest 6,085 km ² , Imidir 11,160 km ² , Serkout – Anhef 19,600 km ² , Tihodaïne 1, 404 km ² , Meddak 2,445 km ²].	The preparation of CM agreements was initiated for 5 priority sites during the first Project.	CM agreements are concluded and implemented covering at least 6 priority sites.	Six CM agreements formalized and being implemented in the priority sites of Tihodaïne, Meddak Iherir (Tassili N'Ajjer CP) and in the priority sites of Taessa, Tefedest and Serkout (Ahaggar CP). Two CM agreements in preparation for the priority sites of Ahhef (Tassili N'Ajjer CP) and Mouyidir (Ahaggar CP).	S (Satisfactory) Score: 5	The monitoring of CM agreements already in the process of being implemented must be seriously strengthened.
	13) Number of proposals originating from women that are integrated in the CM agreements.	The reference values obtained during the first Tassili N'Ajjer / Ahaggar Project must be verified.	The number of proposals included in CM agreements, emanating from women, doubles.	To date, 48 proposals from women have been incorporated into project activities and three types of activities of a total of five directly benefit women.	S (Satisfactory) Score: 5	Women see themselves as stakeholders in all eco-development and collaborative management projects.

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	14) Codification and capitalization of traditional ecological knowledge associated with adaptation to climate change.	Traditional ecological knowledge in adapting to climate change is not codified (Eg herd mobility, pasture management, water management, medicinal plants).	Traditional ecological knowledge in adapting to climate change is codified and capitalized as part of the CM agreements concluded.	Initial analysis of traditional ecological knowledge has been completed. A customary practice for the common management of natural resources (<i>Agadal</i>) could be adapted and implemented under the Monitoring Committee of the agreements.	MS (Moderately Satisfactory) Score: 4	The achievements are still a draft work. Expertise work has barely begun.																								
Outcome 7: Alternative livelihood approaches contribute to reducing pressures on productive ecosystem services and improving socio-economic status at priority sites in the two parks.	15) Co-financing mobilised for the implementation of eco-development actions and to combat land degradation.	Funds allocated (to be updated): <table border="1"> <thead> <tr> <th>TYPE OF ACTION</th> <th>Budget</th> </tr> </thead> <tbody> <tr> <td><i>Pastoral water management</i></td> <td>2,918,611</td> </tr> <tr> <td><i>Animal husbandry schemes</i></td> <td>900,000</td> </tr> <tr> <td><i>Medicinal and forage plants</i></td> <td>1,111,111</td> </tr> <tr> <td><i>Solar electrification</i></td> <td>2,605,000</td> </tr> <tr> <td><i>Afforestation</i></td> <td>883,333</td> </tr> <tr> <td><i>Plant nurseries and seed banks</i></td> <td>458,333</td> </tr> <tr> <td><i>Women's traditional handicrafts</i></td> <td>800,903</td> </tr> <tr> <td><i>Other eligible actions</i></td> <td>1,506,944</td> </tr> <tr> <td><i>Sustainable tourism</i></td> <td>1,914,236</td> </tr> <tr> <td><i>Environmental education</i></td> <td>770,819</td> </tr> <tr> <td>TOTAL</td> <td>13,869,292</td> </tr> </tbody> </table>	TYPE OF ACTION	Budget	<i>Pastoral water management</i>	2,918,611	<i>Animal husbandry schemes</i>	900,000	<i>Medicinal and forage plants</i>	1,111,111	<i>Solar electrification</i>	2,605,000	<i>Afforestation</i>	883,333	<i>Plant nurseries and seed banks</i>	458,333	<i>Women's traditional handicrafts</i>	800,903	<i>Other eligible actions</i>	1,506,944	<i>Sustainable tourism</i>	1,914,236	<i>Environmental education</i>	770,819	TOTAL	13,869,292	The funds allocated are actually mobilized for the implementation of the eligible actions.	The sectoral commitments with regard to co-financing PPCA activities totalise US\$ 8,203,445 end of 2016. A balance cannot be drawn up before 31/12/2017 (end of the financial year).	S (Satisfactory) Score: 5	Additional precautions must be taken to sustain the multi-sectoral approach.
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	16) Percentage of tour operators adopting the sustainable tourism charter developed for the Tassili N'Ajjer-Ahaggar region.	Charter of sustainable tourism developed during the first Tassili N'Ajjer / Ahaggar Project.	At least 50% of accredited tourist agencies adopt and implement the Sustainable Tourism Charter.	10 out of 60 certified tourist agencies operating in the Ahaggar CP adhere to the approach initiated.	MS (Moderately Satisfactory) Score: 4	Development of an action plan for the implementation of two ecotourism pilot projects in Ahaggar and Tassili N'Ajjer. But the commitment to the recommended approach only concerns one sixth of the agencies.
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Indicator Assessment Key

Green = Achieved	Yellow = On target to be achieved	Red = Not on target to be achieved
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Table 7: Summary of anticipated outputs

Output	Achievements
<p>1.1: Strategic Orientation Plan (SOP)</p>	<p>In 2016, two experts prepared methodological notes examined and amended at a workshop held in Laghouat. Two reports have been finalised on the SOP and the management plans of the Algerian CPs. In 2017, the team of consultants was expanded to six other profiles to cover all themes. The multidisciplinary team started its work.</p> <p>The PPCA has also contributed to the development of the National Biodiversity Strategy, through its participation in various meetings organised and led by the Environment Sector. The PPCA is preparing a multi-sectoral workshop on the link between culture and biodiversity, including the regulatory aspects of biodiversity heritage (intellectual property, equitable sharing, traditional ecological knowledge, etc.).</p>
<p>1.2: Strengthening the technical services of the MoC</p>	<p>The activities undertaken have enabled the development of the Headquarters and its equipment as well as the recruitment, for the duration of the Project, of the staff of the CMU in 2014/2015. Recruitment of permanent staff to be integrated at the MoC level was made. Job descriptions have been prepared and sent to the MoC and to the Public Service Directorate. The 2016-2017 MoC and Public Service Directorate working sessions led to a final MoC commitment to integration in September 2017.</p> <p>The capitalisation of the results of the first Project (biodiversity / GIS monitoring system) has been completed. The overall architecture of the GIS has been redefined. Two GIS stations have been set up at the central level and at the Tindouf CP. The CMU's GIS station currently integrates all the georeferenced data produced in the studies carried out in the CPs of Tassili N'Ajjer and Ahaggar. The data produced as part of work on the other three parks are being acquired. Terms of reference have been established for the design of a module for Knowledge Management in the field of traditional ecological knowledge. A first training session involved 18 GIS experts from the CPs.</p> <p>The coordination was strengthened by the adoption of a timetable for the transmission of the periodic harmonised reports was established to ensure a regular monitoring of the activities and for the elaboration of a consolidated annual report for the Algerian CPs. A workshop was organised for the presentation of the UNDP / GEF monitoring tools to be adopted. The monitoring tools have been updated {Instruments for monitoring the capacity and financial sustainability of the national CP system, Management Effectiveness Monitoring Instrument (METT) for the Tassili N'Ajjer and Ahaggar CPs}.</p>
<p>1.3: Procedures for drawing up the General Management Plan for established and adopted CPs</p>	<p>The methodology is being developed and should be finalised by the end of 2017.</p>
<p>1.4: Certified training programme</p>	<p>The professions naming was developed and adopted. A survey within the CPs was conducted to accurately assess the training needs of staff. Data processing is in progress.</p>
<p>1.5: Elaboration of the Biodiversity Action Plans for the three CPs (Touat-Gourara Tidikelt, Tindouf, Saharan Atlas)</p>	<p>Recruitment of three biodiversity officers in 2014. A multidisciplinary team composed of two biodiversity experts (flora / fauna), an anthropologist, an archaeologist and a GIS cartographer / expert initiated the analysis of biodiversity and ecosystem services, with the dual objective of generating a</p>

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	<p>first series of data on the Tindouf CP and developing adapted and generalisable evaluation protocols for other Algerian CPs. Field missions were carried out in the Tindouf, Touat-Gourara-Tidikelt and Saharan Atlas CPs in 2016. The reports were discussed at CMU level in 2017. Ecocultural profiles for the CPs of Touat-Gourara-Tidikelt and Saharan Atlas are completed.</p>
<p>2.1: Communication and awareness</p>	<p>A five-year IEC strategy and action plan has been developed. The website (http://www.pcca.dz/) (7999 visits in 2017) and the Facebook page of the PPCA with 1122 subscribers are online and regularly updated. Two fora on the CPs were organised in 2016 (at the MoC in Algiers and with the scientists in Laghouat). Posters, banners, and leaflets have been produced for events organised by PPCA or in which the Project participated. A newsletter on the CPs has been produced. Three manuals, from the first Project, were reissued by the MoC, including a green club guide, a guide for conservation officers, and a manual for CP trainers.</p> <p>A documentary video on Algerian CPs (26 minutes) for broadcast on national television was produced. Another video (6 minutes), produced as part of a monitoring mission to the CPs of Tassili N'Ajjer and Ahaggar was produced and put online. Three DVDs were produced and broadcast. A large photo collection and a video library of Project activities have been set up. The main activities of the project have been promoted through public and private media likely to give visibility to the BPCA. The press covered the activities through 80 articles. A series of 48 television news stories and / or journalistic coverage of television news were broadcast. A total of 263 radio broadcasts and programs have been recorded, including local radio stations, which play an important role in media coverage and public awareness.</p> <p>A total of 31 scientific or cultural meetings on the CPs were also recorded. A technician was hired from April 2017 to support the Project's communication activities, including videography and editing, as well as assisting with the feeding and updating of the website and social networks of the PPCA. The capacities of the communication officers were reinforced during a training course.</p>
<p>3.1: Development and formal adoption of management plans for the Tassili N'Ajjer and Ahaggar CPs</p>	<p>Not started since this output depends on the prior realisation of output 1.1 and 1.3.</p>
<p>3.2: Strengthening the human resources of local PMUs of the CPs of Tassili N'Ajjer and Ahaggar</p>	<p>Staffing was increased by the recruitment of 45 permanent staff and additional equipment was made available to the local PMUs. A major training and development effort has been made for the five CPs and the central structures of the MoC: four internships in Jordan for 31 senior managers of the CPs offices, a session on GIS was given to 18 experts from the five CP offices, two sessions on computer graphics and videography for the benefit of 16 communications staff, for a total of 65 beneficiaries.</p>
<p>3.3: The monitoring system for ecosystems supported by GIS assists management decisions at CP level</p>	<p>A revision of the monitoring system was carried out to integrate aspects related to cultural services (heritage knowledge cycles in terms of traditional ecological knowledge including adaptation to climate change). The local PMU teams were tasked with producing annual ecosystem monitoring reports for the two Tassili N'Ajjer and Ahaggar CPs, as well as integrating a new module for monitoring cultural services. Six missions to update data on flagship species (Barbary sheep, gazelle and cheetah).</p>

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	<p>Regarding the diachronic study, 2 missions were carried out by 4 experts. The methodology could be refined and tested. Preliminary results indicate that, for a large part of the analysed regions, the trend towards an increase in woody vegetation has been recorded over the past 30 years. The mapping of the overall change for the Ihrir region (Ramsar site) has been synthesised. Initial analyses indicate that plant cover in all classes is increased by 317 hectares in peri-urban areas and 395 hectares in rural areas.</p>
<p>3.4: Development and upgrading of park infrastructure</p>	<p>The equipment program of the Ahaggar CP, part of the co-financing of the PPCA, is being implemented. The new headquarters of ONPCA was received and the park management was transferred there. The construction of a total of 20 surveillance posts has also been launched, including 6 at priority sites. Eleven of them are 95% complete and will be received by December 2017.</p>
<p>4.1: A cheetah conservation plan is formulated and implemented in the Algerian Central Sahara</p>	<p>A team of 4 experts was able to start work in 2017 after receiving and installing 40 trap cameras provided by the Zoological Society of London (ZSL). A first mission allowed to get more than 120,000 photos being analysed. Inventories / monitoring of the cheetah will be gradually taken over directly by the staff of the Offices. A new protocol is planned to capitalise on the systematic collection and processing of information from local populations, based on the latest anthropological methodologies successfully applied in the region. The report of the anthropological study presents an initial analysis of the main traditional ecological knowledge of the Tassili N'Ajjer - Ahaggar region.</p> <p>The project participated in the 17th GISS Conference in Saint Louis, Senegal from 1 – 8 May 2017 which was a good opportunity for networking and exchanging information including advances in research and innovative methods. Participation has opened up the PPCA and promoted its international visibility among parties and groups that share similar lines of action. The National Direction of the Project and the Offices of Tassili N'Ajjer and Ahaggar CPs participated in the workshop organised by the DGF in Tlemcen on 28 February 2017 on the validation of the national strategy for the conservation of cheetah and wild dogs.</p>
<p>5.1: Surveillance and enforcement systems are strengthened in priority biodiversity conservation sites</p>	<p>Missions carried out with a view to drawing up plans for the reinforcement of the surveillance and control of the priority sites of Taessa (Ahaggar CP) and priority sites of Meddak and Tihodaïne (Tassili N'Ajjer CP). A first draft plan has been prepared for the Meddak site in 2016 and remains to be finalised. Need to strengthen CP staff through expert technical assistance.</p>
<p>5.2: An integrated conservation programme is implemented in the wetlands including the Ramsar sites of the Tassili - Ahaggar region</p>	<p>Many missions carried out and reports established. Decision taken to consolidate the whole into a single report. The missions carried out water samples from a total of 45 wetlands in both CPs, including Ramsar sites. The analyses are in progress. Equipment for an autonomous laboratory acquired.</p>
<p>6.1: Collaborative management agreements are implemented in the priority sites of the Tassili N'Ajjer and Ahaggar CPs.</p>	<p>Capitalisation of the results of the first project, analysis of the approach adopted in terms of negotiation and implementation of the CM agreements between local authorities, CP Offices and users. Implementation of a multi-actor platform at the level of each priority site, with the active involvement of all the sectors concerned with the Wilayas of Tamanrasset and Illizi. Negotiation and update of the CM agreements has been</p>

	<p>completed for the priority sites of Tihodaïne and Meddak and the Iherir Ramsar site (Tassili N'Ajjer CP) as well as for the priority sites of Taessa, Tefedest and Serkout (Ahaggar CP). The CM agreements were formalised with a ceremony in Illizi on 22/12/15 for the Tassili N'Ajjer CP and in Tamanrasset on 7/01/16 for the Ahaggar CP. Their implementation was initiated with the mobilisation of funds budgeted for a series of pilot actions (solar electrification, women's crafts, small livestock, surveillance and monitoring of biodiversity, environmental education). The gender issue is well taken care of since three of the five pilot actions directly benefit women.</p> <p>The initiative taken to equip the shepherdesses for the collection of photos of fauna and flora encountered in the field has yielded interesting results for a better appreciation of the biodiversity richness in the two CPs and has empowered the users. In addition, an expert has been contracted to provide a regular advisory support for CM and eco-development.</p>
7.1: Technical and financial resources are mobilised at the level of the Wilayas for the sustainable development program of the two CPs	<p>Establishment of a multi-actor platform in the priority sites of the Tassili N'Ajjer and Ahaggar CPs, negotiation of a Sector Engagement Plan and adoption at the Wilayas level of Illizi and Tamanrasset. An eco-development program has been developed for four sites (except Ahnef and Mouyiddir). The sector commitment plan as part of the co-financing of the PPCA raised funds of US\$ 8,203,445 according to estimates made at the end of 2016. The follow-up of the activities implemented during the year 2017 is in progress but a precise assessment cannot be drawn up before the end of the year and the closure of the current budget year. Implementation started. An expert recruited for support / advice.</p>
7.2: Strengthening the sustainable tourism by involving local communities and developing partnerships with the private sector	<p>Finalisation of a Strategic Action Plan for the CPs of Tassili N'Ajjer and Ahaggar. A workshop held with tourism operators and other stakeholders to review the results of the study and options identified for the promotion of national tourism in the CPs. First series of pilot actions identified, including the "<i>Villages & Jardins de l'Ahaggar</i>" circuit, linking 9 villages of the Ahaggar CP and the "<i>Patrimoines de Tihodaine</i>" circuit, linking 4 villages of the Tassili N'Ajjer CP. The two pilot initiatives are aimed at integrating village populations into ecotourism activities, following a model based on tourist accommodation with locals, the valorisation of agricultural and artisanal products and the interpretation of local eco-cultural heritage. Contracted expertise to provide a regular support and advice service for sustainable tourism to the Offices of the two CPs.</p>

Remaining barriers to achieving the Project objective

Depending on the nature of the anticipated outputs, the barriers and difficulties encountered differ as summarized in the following table:

Table 8: Barriers to achieve the outputs

Output	Barriers
1.1: Strategic Orientation Plan (SOP)	Significant delays are noted for the development of an SOP, delays that may be detrimental to the finalisation within the time limits. These delays naturally affect the achievement of the output 3.1.

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1.2: Strengthening the technical services of the MoC	No significant barrier
1.3: Procedures for drawing up the General Management Plan for established and adopted CPs	The activities developed have been severely delayed because of the difficulties encountered in identifying consultants able to propose the decree for the elaboration of the Algerian General Management Plans. However, the final adoption of such legislative text and its publication require lengthy delays, resulting in a relatively high risk of non-completion of the process in a timely manner. In addition, obtaining this output conditions that of the output 3.1.
1.4: Certified training programme	Difficulties were encountered in recruiting an international consultant despite the offers launched in 2015 and 2016. This obstacle was borne by the project by redirecting recruitment to a second national expert to work in partnership with the training expert already recruited. The delay could be retrieved if the deadlines are strictly respected by the consultants.
1.5: Elaboration of the Biodiversity Action Plans for the three CPs (Touat-Gourara Tidikelt, Tindouf, Saharan Atlas)	Difficulty in recruiting an archaeologist expert to finalise the profile of Tindouf CP.
2.1: Communication and awareness	The main weakness is the absence of any provision for assessing the public impact of the activities undertaken, apart from the possibility of identifying users of the Project's website and Facebook page. The planned polls have not been initiated. In addition, little effort has been made so far to disseminate internationally the experience gained by the two CPs, in the framework of the Project, in the holistic management of biodiversity and ecosystem services, integrating particular cultural heritage.
3.1: Development and formal adoption of management plans for the Tassili N'Ajjer and Ahaggar CPs	The achievement of this output depends on that of the output 1.1.
3.2: Strengthening the human resources of local PMUs of the CPs of Tassili N'Ajjer and Ahaggar	No significant barrier. The last constraints should be lifted at the end of 2017.
3.3: The monitoring system for ecosystems supported by GIS assists management decisions at CP level	No common procedures manual for all local PMU teams and common, shared database not in place.
3.4: Development and upgrading of park infrastructure	Despite a very good start of the planned activities, delays may occur if the difficulties encountered in terms of administrative procedures (absence of functional procurements commissions at the level of the two CPs, unsuccessful calls for tenders) and financial constraints (continuation of freezing new projects) are not resolved by the end of 2017.
4.1: A cheetah conservation plan is formulated and implemented in the Algerian Central Sahara	Difficulties were encountered in the identification and contracting of consultants to develop and test a methodology for the assessment of Tassili N'Ajjer - Ahaggar ecosystems and flagship species, including cheetah. Difficulties were also encountered in acquiring the trap cameras needed to monitor cheetahs. The actual start of activities therefore only took place in 2017. This delay may limit the relevance of the results that will be obtained at the end of the Project.
5.1: Surveillance and enforcement systems are strengthened in priority biodiversity conservation sites	No significant barrier
5.2: An integrated conservation	No significant barrier

programme is implemented in the wetlands including the Ramsar sites of the Tassili - Ahaggar region	
6.1: Collaborative management agreements are implemented in the priority sites of the Tassili N'Ajjer and Ahaggar CPs.	<p>The activities deployed made up for the delay in the first two years of the Project. For the analysis of the photos taken by the shepherdesses and their integration in the database for the monitoring of the biodiversity, it would be relevant to equip them with GPS cameras which take automatically the coordinates of the site.</p> <p>However, close monitoring of the successful implementation of the signed CM agreements will help to embed the principles of biodiversity and cultural heritage protection into the behavioral patterns of the nomadic and semi nomadic populations and will allow measuring the impact of the CM agreements for the biodiversity. It is worth noting that interviews with beneficiaries in certain localities (Ihrir, Torset) of Tassili N'Ajjer CP suggest that the commitments made under the agreements have not been sufficiently popularised among the local population (women and men). As a result, the risk of slackening remains high.</p>
7.1: Technical and financial resources are mobilised at the level of the Wilayas for the sustainable development program of the two CPs	<p>Undoubtedly, a considerable effort has been made to set up the multi-actor platform in the two Wilayas of Tamanrasset and Illizi since consultation between sectoral managers is not a usual practice. However, in the absence of direct involvement and continuous monitoring of the eco-development operations co-financed by the sectoral managers alongside the CP offices, it is not certain that the new approach proposed by the Project can be sustained after the completion of the Project.</p>
7.2: Strengthening the sustainable tourism by involving local communities and developing partnerships with the private sector	<p>Despite the delay in starting the activities following the difficulties of identifying an expert, the activities started in 2016 led to the proposal of pilot actions. However, the sharp decline in foreign tourist flows in the two CPs, following the negative impacts of the security situation in the neighbouring Sahel, is a handicap to the realisation of these projects, even if a strategy has been adopted to develop tourism by nationals.</p>

4.3 Project Implementation and Adaptive Management

Management arrangements

The management structure is likely to be effective because the regular meetings organised by the CMU allow continuous sharing of the progress and difficulties of the Project among all local PMU managers and to quickly identify the corrective measures to be taken in order to make up for the delays incurred. This organisation also makes it possible to guarantee the same level of information, at the level of the Steering Committee representing all sectors involved, including the most important for the Project, namely the MERE and the DGF. The Steering Committee could then intervene to provide guidance that can overcome the difficulties encountered at the local level, provided that sector representatives are empowered to make decisions.

At the local level, the establishment of multi-actor platforms integrating relevant Wilaya departments for the Project allows the CMU and the local PMUs to have permanent interlocutors to endorse the proposals made and accompany their implementation. This modality of management would probably be more effective by strengthening the role of members of multi-actor platforms in monitoring.

Finally, the existence of the Tripartite allows donor representatives to be informed of the overall progress of the Project and its successful implementation.

Work planning and monitoring and evaluation systems

A project programming and monitoring system, in line with UNDP rules, has been put in place. It imposes, in particular:

- The development of bi-annual action plans defining activities, implementation periods and personnel assigned at local PMUs and CMU;
- The elaboration and the respect of the Plan and the budget devoted to the activities of monitoring and evaluation;
- Development of updateable dashboards for budget and disbursements;
- Compliance with the direct financial management procedures by the MoC.

The CMU, like the local PMUs and the MoC, now master the rules set for work planning and respect them rigorously. This allowed them, in fact, to make up for a large part of the delays incurred following the late start of the Project activities thanks to tighter programming of activities.

Financing and co-financing

The GEF mainly finances technical assistance as well as investments for the implementation of CM agreements, defined during the first project. GEF funding is supplemented by UNDP funding for technical assistance. The Algerian Government finances investments and operational objectives, which will also cover the costs of equipment and infrastructure.

In accordance with the UNDP-MoC Letter for Support Services to be provided by UNDP (see Annexe 7 of the Project Document), in accordance with the NIM procedure for the mutually agreed list of services, and after receipt of the request formulated by the National Project Director, UNDP proceeds with the execution of the operation without transfer of cash to the implementing partner. However, execution and control of annual budgets is done directly and fully by the MoC (implementing partner), in accordance with UNDP regulations, rules and procedures, with the assistance of the UNDP Country Office, as needed by the MoC. Expenditure control is provided entirely by the MoC. The latter regularly informs its partners (GEF and UNDP) of the use of funds and the achievement of the objectives and results of the Project, in accordance with the mutually agreed work plan.

Table 9: Status of financial contributions as at 30/06/2017 (US \$)

Financial partners	Global Budget (Project Document)	Expenditure as at 30/06/2017	Balance as at 30/06/2017	% Expenditure /Budget Project Document
GEF	5,387,142	3,505,717	2,404,382	59.3%
UNDP	522,858			
Budget managed by UNDP	5,910,100			
Government (co- financing)	20,803,052	16,850,769	3,952,283	81%
Total	26,713,152	20,356,486	6,356,666	76.9%

The cumulative expenditure situation as at 30/06/2017 is satisfactory degree for the overall plan of expenditure at mid-term. Those operated on the GEF / UNDP funds slightly exceed 50% while the Algerian Government has already released 81% of the planned financial envelope.

A comparison of actual expenditures from GEF / UNDP funds, by component and by outcome, shows that significant changes have been made to the forecasts in the Project Document. This is indicated in the following Table 10:

Table 10: Comparison of actual expenditures as at 31/07/2017 with the budget foreseen in the Project Document and the annual budgets programmed for each component and each outcome (US\$)

Components et outcomes	Budget Project Doc.	%	Planned Budget	%	Actual Expenditure	%
Component 1	1,065,566	18%	1,935,156	33%	1,283,641	37%
Outcome 1	804,433	14%	1,572,073	27%	1,022,400	29%
Outcome 2	261,133	4%	363,083	6%	261,241	7%
Component 2	3,668,921	62%	2,531,345	43%	1,448,113	41%
Sub-component A	1,797,681	30%	1,721,234	29%	934,729	27%
Outcome 3	1,625,681	27%	1,625,681	27%	934,729	27%
Outcome 4	172,000	3%	95,553	2%	0	0%
Sub-component B	1,871,240	32%	810,111	14%	513,384	15%
Outcome 5	139,467	2%	114,317	2%	0	0%
Outcome 6	1,297,927	22%	385,369	7%	465,431	13%
Outcome 7	433,846	7%	310,425	5%	47,953	2%
Component 3 GEF managed	929,775	16%	920,580	16%	773,963	22%
Component 3 UNDP managed	522,859	9%	522,859	9%		
Total	5,910,100	100%	5,909,940	100%	3,505,717	100%

The most significant changes were made for components 1 and 2. While 18% of the funds were initially expected to be spent on component 1, the share of the planned budget is now 33% and already 120.46% of the budget allocated to it in the Project Document has been consumed. The budget allocated to component 1 by the Project Document was increased in 2014 following the recruitment of all permanent staff (54) planned for the CMU and the local PMUs with salaries aligned with those of the Civil Service. This increase was made possible by the reduction of the budget originally planned for:

- Outcome 4: after the specialist staff of local PMUs has taken over monitoring of flagship species.
- Outcomes 5, 6, 7: the reduction was offset by the increase in the share of co-financing by the Algerian Government.

In addition, the non-use of the envelope allocated to the outcomes 4 and 5 is justified, in the first case, by the management of the activities by the staff of the local PMUs and, in the second case, by the delay for the recruitment of experts as well as for the acquisition and installation of trap cameras. It should be noted that budget changes with respect to the Project Document are globally justified considering the new structure of the project components following the revision of the logical framework (see *Aide-mémoire* N°3 of 11/09/2014).

Stakeholder engagement

UNDP, as GEF Executing Agency, is responsible for providing project support services at the request of the MoC, in accordance with the applicable NIM regulations, rules and procedures

for the execution of UNDP projects. So far, the UNDP Office has fulfilled the requirements that were expected of it.

The CMU, with increasing support from the MoC, has gradually managed to develop the desired partnerships at the local level, with the Wilayas and their sectoral departments. Consultation and coordination, which are vital for the implementation of eco-development and collaborative management actions, have improved. Nevertheless, further efforts are still needed to sustainably establish this type of governance at the local level. Coordination with other sectors at the central level has also improved since the Project is now well known, particularly at the level of the structures of the ministries in charge of Environment, Tourism, Agriculture and Forestry, and Water resources. In addition, the participation of MoC and CMU representatives in the preparation of the *Stratégie et Plan d'Actions Nationaux pour la Biodiversité (2016-2030)* and their inclusion in the National Committee for monitoring the implementation of this strategy is an indicator of the new quality of the MoC's partnership with other sectors concerned with the protection of biodiversity and the environment. The Directorate General of Forests pays particular attention to the support offered by the Project to carry out water analyses in the 45 wetlands identified at the Tassili N'Ajjer and Ahaggar CPs.

In addition, the many initiatives taken locally and nationally to raise public awareness of the Project's objectives have borne fruit. At the local level, especially in the two CPs of Tassili N'Ajjer and Ahaggar, the effort made explains the signing of the CM agreements and the support specifically provided by the municipal authorities. However, it will be noted that it will be necessary to continue developing the extension of agreements signed for the benefit of the nomads and semi-nomads concerned. The multiple field missions carried out by the staff of the local PMUs and the CMU as well as the permanent presence of the personnel of the Offices of the CPs lead to a reduction of poaching and tree cutting in the priority sites, which remains to be demonstrated quantitatively to be able to evaluate the impact of the Project/CPs on the conservation of biodiversity.

At the local level, the Wilayas and sectoral departments should accompany the project, particularly by participating in the choice of eco-development activities to be defined in the context of CM agreements and their financing. The main role of municipal authorities was to ensure compliance with the terms of CM agreements by the partners of these agreements. They also had to help raise public awareness. Some sectoral departments at the local level have strongly committed themselves (Department of Culture, Department of Environment, Department of Tourism, Department of Education, Forest Conservation) by facilitating access to the media (local radios) and participating in the organisation of events proposed by the local PMUs and/or the CMU. At the central level, access has been facilitated to television channels for the programming of specific broadcasts and for the dissemination of information on the Project. As a result, the Project began to become a centre of interest for many of the potential audiences.

Gender

The gender issue is not explicitly stated but is taken into consideration, particularly in the context of CM agreements, as it is a region of the country where the family structure is strongly matriarchal. Thus, two-thirds of eco-development actions directly benefit women by enabling them to improve their own income (goat farming, development of handicrafts) or to reduce the difficulty of their activities (grain grinders). However, the planned extension of the approach adopted in the CPs of Tassili N'Ajjer and Ahaggar to the other three CPs and in particular to the CPs of Touat-Gourara-Tidikelt and the Saharan Atlas, will have to show more explicitly the place that will be gender-specific, with family structures being traditionally patriarchal.

4.4 Sustainability

The review of the Project sustainability during the MTR lays the groundwork for the terminal evaluation, during which sustainability will be assessed in the four GEF categories (financial, socio-economic, institutional and governance, and environmental). The mid-term sustainability assessment is to analyse the risks that could affect the maintenance of Project achievements.

The risks identified in the Project Document are relevant and remain valid. Subsequently, we analyse for each category whether there have been significant contextual changes since the beginning of the Project that affect the achievement of results.

Financial risks to sustainability

It was explicitly planned that the MoC would take charge of all staff recruited at the CMU and the local PMUs to execute the Project. This support will be made but will become, at best, real at the beginning of the year 2018. Difficulties have emerged during the process undertaken for their integration into the personnel of the MoC; these difficulties can be explained by the fact that the integration of the personnel follows a procedure which needs time (in particular for the authorisations) in accordance with the Algerian institutional system. In the meantime, they are taken in charge by the Project.

Strengthening cross-sectoral coordination at the Wilaya level is essential to ensure that the co-financing by the Government of Algeria for activities related to the themes of the Project is coherent.

The operating costs (staff) of the Project as well as activities financed by the co-financing of the Algerian Government seem to be assured beyond 2020. However, for the financing of studies, technical expert support (if necessary) and the continuation of the eco-development activities, new funding sources are also to be identified at the governmental level.

Socio-economic risks to sustainability

The pilot eco-development activities are very well appreciated by the local population and are a key pillar for the implementation of the Project. Eco-development activities are not just about supporting livelihoods, but also mobilising and sensitising the population. However, the realisation of eco-development activities requires financial support (co-financing or other).

The sustainability of eco-development activities will also require the strengthening of the technical monitoring committees of the multi-actor platforms in Wilayas and new financial sources (see financial risks on sustainability). The capitalisation and heritage of knowledge cycles, especially in terms of traditional ecological knowledge in the CPs, will further strengthen the role of local populations in protecting biodiversity and sustainably managing natural resources.

Institutional framework and governance risks to sustainability

Collaborative management of eco-cultural heritage resources, and the development of livelihood systems and sustainable tourism as promulgated by the Algerian Government, can leverage synergies between the different sectors while aiming at the conservation of biodiversity. The MoC's strong commitment to biodiversity conservation demonstrated by the

integration of Project staff into the ministerial structures will ensure the conservation of biodiversity and the management of ecosystem services within the Algerian CPs.

Environmental risks to sustainability

The fact that local people had for several generations built a normative framework establishing rules of use defining the forms of exploitation of natural resources is a solid basis for sustainable development.

The development and implementation of General Management Plans and their integration into development plans at Wilaya level will be key elements for the conservation of biodiversity and the sustainable management of natural resources. It is therefore imperative to accelerate this process in order to have an appropriate regulatory framework and General Management Plans that allow the joint definition of activities and better coordination between different sectors.

An acceleration of the effects of climate change will be manifested mainly in the precipitation regime and less in the warming of the atmosphere. The change in rainfall distribution will affect the hydrological system. The irregularity of rainfalls and prolonged droughts, as well as more violent floods, will have a direct impact on land management and natural resource management, thereby affecting the resilience of rural populations. Ecosystem resilience will be affected and environmental risks will increase.

Based on the assessment of the above-mentioned risk categories, the mid-term review team assesses overall sustainability as **moderately likely**.

5. Conclusions and Recommendations

5.1 Conclusions

Overall, the performance of the Project is quite satisfactory. This assessment is linked to the level of achievement of outcomes 2 to 7. Significant efforts have been made by the Project team to set up a quite reliable system for the conservation and permanent monitoring of biodiversity within the priority sites chosen in the two CPs of Tassili N'Ajjer and Ahaggar. The team has also begun a process of replication of this approach in at least two other CPs (Touat-Gourara-Tidikelt and Tindouf) belonging to the CP system under supervision of the MoC. The creation and operation of multi-actor platforms at the Wilaya level is an appropriate approach for regular consultation and effective coordination between different sectors.

The Project has also made successful efforts to develop CM agreements coupled with commitments to eco-development activities that promote environmental protection and improve women's and men's livelihoods in the priority sites. In terms of communication to local populations and the general public, the Project has developed many diverse activities to sensitise selected targets on biodiversity issues.

The MoC's commitment to integrating Project staff into its structures is highly relevant to the sustainability of the Project's activities, even if the takeover will be done, at best, in early 2018. The Algerian Government has well fulfilled its commitments in co-financing activities related to the themes of the Project and the achievements at the end of the Project may even exceed initial forecasts.

However, the Project has lagged far behind in achieving outcome 1, which aims to put the entire CP system in a position to develop and rationally manage integrated PAs in the system. The time remaining to achieve these results is just sufficient if the tighter programming of the activities to be carried out is rigorously respected and if the supervisory authority, the MoC, is strongly committed.

In addition, the certified training program is considered an important result that is far from being achieved yet. Greater priority should be given to the certified training program during the remaining period for the Project implementation. This program is, indeed, the guarantee of a long-term reinforcement of the capacities of the personnel of the Algerian CP system.

At the level of the Wilayas, additional efforts will have to be made to establish in a sustainable manner the consultation and sharing practices introduced by the multi-actor platform set up by the Project as well as to reinforce the practices induced by the CM agreements. At the central level, consultation and regular exchanges between the various stakeholders should be strengthened for a) the implementation of the different relevant national strategies and sectoral policies (biodiversity, environment, agriculture and forestry, water resources, tourism, culture ...) and b) development of General Management Plans.

The MTR team is confident that the Project team is able to address the identified deficiencies even though activities related to the development of the General Management Plans will require more time. This trust is based on the impression the project team made during the field visit and in many discussions and debates. Project staff showed a high motivation and a firm commitment based on solid technical expertise and long experience for some.

5.2 Recommendations

The mid-term evaluation makes the following recommendations, mainly taking into account progress towards end-of-project targets (see Table 6):

Central Level (Ministry of Culture and Central Management Unit)

- Given the overriding importance of the management plans for the CPs and the delay in their establishment, the Project should give an **absolute priority** to the elaboration of a) the Strategic Orientation Plan, b) the regulatory texts and c) the General Management Plans for the Tassili N'Ajjer and Ahaggar CPs. These elements will facilitate the extension of the approach to the other CPs and could also offer a frame of reference for the development and management of PAs of other line ministries (Environment, DGF).
- Start thinking about the content of a new Project which should assure the sustainability of the Project beyond 2020 for the purpose, notably, to consolidate the approaches initiated in the three other CPs to bring them to the same level as in Tassili N'Ajjer and Ahaggar CPs.
- To ensure continuity in the work realised by the Project, we should start thinking about core ideas which could be used to design a new Project that would ensure the reinforcement of the existing interdependences among culture – biodiversity – natural resource management –livelihoods of the local population.

Central Level (Tripartite, Ministry of Environment and Renewable Energies, Directorate General of Forests, Steering Committee and Central Management Unit)

- Strengthen the consultation and regular exchanges between the various stakeholders for a) implementation of the relevant national strategies and sectoral policies (biodiversity, environment, agriculture and forestry, water resources, tourism, culture

...) and b) the elaboration of General Management Plans (cross-sectoral consultation forum to be defined).

Central Level (Central Management Unit) and local Level (CP Offices and local Project Management Unit)

- Strengthen the technical monitoring committees of the multi-actor platform and organise systematically common site visits in Tassili N'Ajjer and Ahaggar CPs with the partners (DGF, agriculture, environment, water resources, and tourism) in order to sustain the approach after the Project closure.
- Strengthen and facilitate the monitoring and evaluation system for the eco-development activities by the creation of a common database for all sectors.
- Define the approach to assess the impact of the Project on the conservation of the biodiversity for the terminal evaluation considering changes in the methodology, integration of new sites, increasing number of observations, and statistical aspects (baseline). This approach will also serve for monitoring and evaluation of the actions which will continue even after the Project ends.

Central Management Unit Level

- Integrate in the methodology as defined for the diachronic study of the vegetation those parameters which will allow to discern the specific effects of climate change and rainfall from the specific effects of the human impact.
- Develop and disseminate a manual of common procedures for all SIG users to ensure homogenous data collection for the biodiversity monitoring system in order to further strengthening the capacity building of the staff (CMU, local PMUs).
- Give a higher priority to the implementation of the training plan whose design and execution over the course of the Project will be decisive for its sustainability.
- Redefine more precisely the indicators for the outcome 5 regarding the damage to the vegetation cover especially through different types of illegal harvesting of wood (importance of the cutting techniques for the survival of the tree).
- Assessing the internal communication impact on the knowledge and attitude of the local population regarding the protection of the biodiversity and the sustainable management of natural resources in the CPs by means of an opinion poll.
- Elaboration of a strategy for strengthening the external communication and to globally promote the textbook case of Algeria's ecocultural parks.
- Accentuate the outreach efforts of the collaborative management agreements for the benefit of the local population involved, namely nomadic and semi-nomadic pastoralists, who are the main guarantors of the biodiversity protection in the priority sites supported by a monitoring and evaluation system for the collaborative management agreements.

Tripartite and GEF Level

- The MTR team recommends a Project extension of one year (October 2020) considering the accumulated delays for the real take-off of the Project.

Annexe A: Terms of Reference



Termes de Référence De l'Evaluation à mi-parcours (MTR) du PNUD-GEF Pour (01) Consultant National

1. INTRODUCTION

Il s'agit des Termes de référence pour la Révision à mi-parcours du projet PNUD-FEM du projet complet intitulé Conservation de la biodiversité à l'échelle mondiale et utilisation durable des services écosystémiques dans les parcs culturels algériens. (PIMS 4153) mis en œuvre par le Ministère de la Culture, Algérie, qui doit être entrepris en 2016. Le projet a démarré le 24 octobre 2012 et est en cours d'exécution pour la quatrième année de mise en œuvre. Conformément aux directives du PNUD et du FEM relatives aux rapports à mi-parcours, ce processus d'examen à mi-parcours a été lancé avant la soumission du deuxième rapport d'exécution du projet (PIR). Ce TdR établit les attentes pour ce MTR. Le processus d'examen à mi-parcours doit suivre les orientations présentées dans le document intitulé Orientations pour l'examen à mi-parcours des projets financés par le FEM financés par le PNUD.

2. RENSEIGNEMENTS GÉNÉRAUX

Le Ministère de la culture algérien développe un important réseau national de parcs culturels qui couvre actuellement 937 430 km². Lors d'une première phase d'intervention, le PNUD / FEM a ciblé les parcs culturels TassiliN'Ajjer et Ahaggar (CP). Au cours de la deuxième phase, l'objectif du projet est que le système national émergent de parcs culturels en Algérie soit géré pour assurer la conservation d'une biodiversité d'importance mondiale et l'utilisation durable des services écosystémiques. La durée de l'intervention actuelle est de sept ans avec un Budget total de 25.213.051 dollars : 5.387.141 dollars du FEM, 522.859 dollars du PNUD et 19.303.052 dollars du gouvernement algérien.

Le projet vise à atteindre les sept résultats suivants: (i) l'expansion du système national de parcs culturels gère les écosystèmes et les biens de la biodiversité de manière systématisée, inclusive et efficace; (ii) le soutien public aux parcs culturels élargit la base des parties prenantes contribuant à leur conservation et gestion; (iii) l'efficacité de la gestion des sites culturels TassiliN'Ajjer et Ahaggar est renforcée; (iv) les menaces et la dégradation des sites prioritaires de conservation de la biodiversité et des sites Ramsar des parcs culturels TassiliN'Ajjer et Ahaggar sont réduites; (v) la conservation des espèces phares dans la région de Tassili - Ahaggar est renforcée. (vi) le renforcement du sentiment d'appropriation par les populations locales grâce à la mise en œuvre d'accords de gestion concertée réduit la pression sur les fonctions de l'écosystème dans les parcs culturels TassiliN'Ajjer et Ahaggar; (vii) d'autres modes de subsistance contribuent à réduire les pressions sur les services écosystémiques productifs et à améliorer le statut socio-économique des sites prioritaires des deux parcs culturels.

En raison de sa grande taille et de son intégrité relative, le complexe Tassili - Ahaggar et les CPS récemment établis représentent un site clé de la biodiversité dans l'écosystème saharien et l'un des meilleurs sites au monde pour la conservation du biome désertique. Et la structure officielle de gouvernance et de gestion, il existe un fort potentiel pour que les parcs culturels en Algérie forment un réseau de conservation cohérent qui fournira un amortissement efficace contre les menaces à la biodiversité et aux services écosystémiques. Cependant, un certain nombre de barrières systémiques, opérationnelles et institutionnelles entravent les efforts du ministère de la Culture pour améliorer l'efficacité de gestion du système de parcs culturels. La première phase du projet avait été conçue pour mettre en œuvre un ensemble complet de mesures pour permettre à un pays efficace Qui permet d'obtenir des avantages environnementaux mondiaux. Dans sa deuxième phase, le projet a été révisé pour refléter les réalités émergentes, intégrer les leçons de la première phase. Le projet portera sur l'amélioration des capacités au niveau central au sein du ministère de la Culture et sur deux sites de démonstration, les parcs culturels TassiliN'Ajjer et Ahaggar.

Le projet a d'abord été formulé dans le cadre du FEM 2, qui a porté sur les besoins de conservation dans des sites ou des grappes de sites spécifiques. Par la suite, dans le FEM 3, l'accent est mis sur les sites, pris isolément, vers les systèmes nationaux de PA, alors que dans le FEM IV, des objectifs plus clairs ont été établis pour le soutien des systèmes.

Le projet est exécuté par le Ministère de la culture de la République algérienne, conformément aux directives du PNUD pour les projets exécutés au niveau national (NEX) et conformément aux politiques et procédures du PNUD en matière de programmes et d'opérations (POPP) et aux principes de gestion axée sur les résultats. A établi un Comité directeur du projet (SC), une Unité centrale de gestion (CMU), située à Alger, deux Unités locales de gestion de projet (UGP), situées au siège du PC TassiliN'Ajjer à Djanet et du CP Ahaggar à Tamanrasset, ainsi que trois autres PMU du PC de Gourara-Tidikelt, du CP de Tindouf et du CP de l'Atlas saharien.

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La Direction Centrale Unitis est responsable de l'administration et de la coordination des projets entre les services centraux du Ministère de la Culture et les Bureaux des cinq parcs culturels sous la direction générale du Comité directeur. La CMU est dirigée par le directeur national de projet (NPD), qui sera le point focal fournissant des orientations générales aux membres de l'UMC embauchés sur le budget du projet. Le projet travaille en étroite collaboration avec un large éventail de parties prenantes, notamment les agences gouvernementales centrales et locales, les universités, les instituts de recherche, les organisations de la société civile, les entreprises privées, la population locale et les utilisateurs des parcs culturels.

1. Outre les PC Tassilin'Ajjer et Ahaggar, trois PC supplémentaires ont été mis en place: (i) Touat-Gourara-Tidikelt CP: km2 38.740 [décret N.08-157 du 28/05/2008]; (ii) Tindouf CP: km2 168.000 [décret N.08-158 du 28/05/2008]; (iii) Atlas saharien CP: km2 63.930 [décret N.08-159 du 28/05/2008].

3. OBJECTIFS DU MTR

Le MTR évaluera les progrès réalisés en vue de la réalisation des objectifs et des résultats du projet, tels qu'indiqués dans le document de projet, et évaluera les premiers signes de réussite ou d'échec du projet dans le but d'identifier les changements nécessaires afin de mettre le projet en route Résultats escomptés. L'examen à mi-parcours examinera également la stratégie du projet, ses risques pour la durabilité.

4. APPROCHE MTR ET MÉTHODOLOGIE

L'examen à mi-parcours doit fournir des renseignements probants crédibles, fiables et utiles. L'équipe du MTR examinera toutes les sources pertinentes d'information, y compris les documents préparés pendant la phase de préparation (p. Ex., Le plan d'initiation du PNUD, la politique de sauvegarde environnementale et sociale du PNUD, le document de projet, les rapports de projet, Des rapports nationaux, des documents stratégiques et juridiques, ainsi que tout autre document jugé utile par l'équipe pour cette étude fondée sur des données probantes). L'équipe du MRT passera en revue l'outil de suivi de la zone de référence du FEM qui sera soumis à l'approbation du chef de la direction et l'outil de suivi à mi-parcours du domaine d'intervention du FEM qui doit être terminé avant le début de la mission sur le terrain.

L'équipe du MTR devrait suivre une approche participative et collaborative assurant un engagement étroit avec l'équipe du projet, les homologues gouvernementaux (le point focal opérationnel du FEM), les bureaux de pays du PNUD, les conseillers techniques régionaux du PNUD et du FEM et d'autres intervenants clés.

La participation des parties prenantes est essentielle à une réussite de l'examen à mi-parcours. La participation des parties prenantes devrait inclure des entrevues avec les parties prenantes qui ont des responsabilités de projet, y compris, mais sans s'y limiter, les agences d'exécution, les hauts fonctionnaires et les chefs d'équipe / composantes, les experts clés et les consultants dans le domaine thématique, Les OSC, etc. De plus, l'équipe du MTR devrait mener des missions sur le terrain en Algérie, y compris les sites suivants (Tassilin'Ajjer CP, Agahhar CP et TindoufCP).

Le rapport final de l'examen à mi-parcours devrait décrire l'approche complète de l'examen à mi-parcours et la justification de l'approche, en expliquant les hypothèses, les défis, les points forts et les points faibles sous-jacents aux méthodes et à l'approche de l'examen.

5. CHAMP D'APPLICATION DÉTAILLÉ DU MTR

L'équipe du RTM évaluera les quatre catégories suivantes de progrès du projet. Voir les directives pour la réalisation d'examen à mi-parcours des projets financés par le FEM financés par le PNUD pour des descriptions détaillées.

I. Projet Stratégie

Conception du projet:

- Examiner le problème abordé par le projet et les hypothèses sous-jacentes. Examiner l'effet de toute hypothèse erronée ou de tout changement apporté au contexte dans la réalisation des résultats du projet, tel qu'indiqué dans le document de projet.

2. Pour des idées sur les stratégies et techniques novatrices et participatives de suivi et d'évaluation, voir Document de travail du PNUD: *Innovations dans le suivi et l'évaluation des résultats*, 05 nov 2013.

3. Pour plus d'engagement des parties prenantes dans le processus de S & E, voir le Manuel du PNUD sur la planification, le suivi et l'évaluation pour les résultats du développement, chapitre 3, p. 93.

- Examiner la pertinence de la stratégie du projet et déterminer si elle constitue la voie la plus efficace vers les résultats escomptés ou prévus. Les leçons tirées d'autres projets pertinents ont-elles été correctement intégrées dans la conception du projet?
- Examiner comment le projet répond aux priorités des pays. Examiner la propriété du pays. Le concept du projet était-il conforme aux priorités et aux plans nationaux de développement du pays (ou des pays participants dans le cas de projets multi-pays)?

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- Examiner les processus de prise de décisions: les perspectives de ceux qui seraient touchés par les décisions du projet, ceux qui pourraient influencer sur les résultats et ceux qui pourraient apporter des informations ou d'autres ressources au processus, pris en compte dans les processus de conception des projets?
- Examiner dans quelle mesure les questions relatives à l'égalité entre les sexes ont été soulevées dans la conception du projet. Voir l'annexe 9 des Directives pour la conduite des examens à mi-parcours des projets financés par le FEM financés par le PNUD pour d'autres directives.
- S'il y a d'importants sujets de préoccupation, recommander des améliorations.

Cadre de résultats / cadre logique:

- Entreprendre une analyse critique des indicateurs et des cibles du cadre logique du projet, évaluer comment «SMART» les cibles à mi-parcours et de fin de projet sont (spécifiques, mesurables, réalisables, pertinentes, limitées dans le temps) et proposer des modifications.

Cibles et indicateurs nécessaires.

- Les objectifs et les résultats ou les composantes du projet sont-ils clairs, pratiques et faisables dans les délais prévus?
- Examiner si les progrès réalisés jusqu'ici ont permis ou pourraient à l'avenir catalyser des effets bénéfiques sur le développement (génération de revenus, égalité des sexes et autonomisation des femmes, amélioration de la gouvernance, etc.) qui devraient être inclus dans le cadre des résultats du projet et surveillés sur une base annuelle.
- Veiller à ce que le développement et les aspects sexospécifiques du projet soient surveillés efficacement. Élaborer et recommander des indicateurs de «développement» SMART, y compris des indicateurs ventilés par sexe et des indicateurs qui tiennent compte des avantages pour le développement.

ii. Progrès vers l'analyse des résultats:

- Examiner les indicateurs du cadre logique en fonction des progrès réalisés en ce qui concerne les cibles de fin de projet en utilisant la matrice des progrès vers la réalisation des résultats et en suivant les directives pour la réalisation des examens à mi-parcours des projets financés par le FEM financés par le PNUD; La progression du code couleur dans un «système de feux de circulation» en fonction du niveau des progrès réalisés; Attribuer une cote sur l'avancement de chaque résultat; Faire des recommandations dans les zones marquées «Pas sur la cible à atteindre» (rouge)

4. Renseigner les données du cadre logique et des tableaux de bord

5. Renseigner les données du document de projet

6. Si disponible

7. Code de couleur uniquement pour cette colonne

8. Utiliser l'Échelle de 6 points de progression vers l'évaluation des résultats: HS, S, MS, MU, U, HU

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator ³	Baseline Level ⁴	Level in 1 st PIR (self-reported)	Midterm Target ⁵	End-of-project Target	Midterm Level & Assessment ⁶	Achievement Rating ⁷	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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En plus des progrès accomplis dans l'analyse des résultats:

- Comparer et analyser l'Outil de suivi du FEM au niveau de référence avec celui qui a été achevé juste avant l'examen à mi-parcours.
- Identifier les obstacles qui restent à surmonter pour atteindre l'objectif du projet dans le reste du projet.
- En examinant les aspects du projet qui ont déjà été couronnés de succès, identifiez les moyens par lesquels le projet peut étendre ces avantages.

iii. Mise en œuvre du projet et gestion adaptative

Arrangements de gestion:

- Examiner l'efficacité globale de la gestion de projet telle que décrite dans le Document de projet. Des changements ont-ils été apportés et sont-ils efficaces? Les responsabilités et les lignes de compte rendu sont-elles claires? Le processus décisionnel est-il transparent et entrepris en temps opportun? Recommander des domaines à améliorer.
- Examiner la qualité de l'exécution du (des) partenaire (s) de mise en œuvre et recommander des améliorations.
- Examiner la qualité du soutien fourni par l'Agence Partenaire du FEM (PNUD) et recommander des améliorations.

Planification du travail:

- Examiner les retards dans le démarrage et la mise en œuvre du projet, identifier les causes et examiner si elles ont été résolues.
- Les processus de planification du travail sont-ils axés sur les résultats? Sinon, suggérer des façons de réorienter la planification du travail pour se concentrer sur les résultats?
- Examiner l'utilisation du cadre de résultats / cadre logique du projet comme un outil de gestion et examiner les changements apportés au projet depuis le début du projet.

Finance et cofinancement:

- Envisager la gestion financière du projet, avec une référence spécifique au rapport coût-efficacité des interventions.
- Examiner les modifications apportées aux allocations de fonds en raison des révisions budgétaires et évaluer la justification et la pertinence de telles révisions.
- Le projet comporte-t-il les contrôles financiers appropriés, y compris les rapports et la planification, qui permettent à la direction de prendre des décisions éclairées au sujet du budget et de permettre un flux de fonds en temps opportun?
- Informé par le tableau de suivi du cofinancement à remplir, fournir des commentaires sur le cofinancement: le cofinancement est-il utilisé de manière stratégique pour aider les objectifs du projet? Le projet se réunit-il régulièrement avec tous les partenaires de cofinancement afin d'aligner les priorités de financement et les plans de travail annuels?

Systèmes de suivi et d'évaluation au niveau du projet:

- Examiner les outils de suivi actuellement utilisés: fournissent-ils les informations nécessaires? S'agit-il de partenaires clés? Sont-ils alignés ou intégrés aux systèmes nationaux? Utilisent-ils les informations existantes? Sont-ils efficaces? Sont-ils rentables? Des outils supplémentaires sont-ils nécessaires? Comment les rendre plus participatifs et inclusifs?
- Examiner la gestion financière du budget de suivi et d'évaluation du projet. Des ressources suffisantes sont-elles allouées au suivi et à l'évaluation? Ces ressources sont-elles allouées efficacement?

Engagement des parties prenantes:

- Gestion de projet: Le projet a-t-il permis de développer et d'exploiter les partenariats nécessaires et appropriés avec les parties prenantes directes et tangentielles?
- Participation et processus conduits par les pays: Les intervenants des gouvernements locaux et nationaux soutiennent-ils les objectifs du projet? Est-ce qu'ils continuent d'avoir un rôle actif dans la prise de décision du projet qui appuie une mise en œuvre efficace et efficace des projets?
- Participation et sensibilisation du public: Dans quelle mesure la participation des parties prenantes et la sensibilisation du public ont-elles contribué à la réalisation des objectifs du projet?

Rapports:

- Évaluer la façon dont les changements de gestion adaptative ont été signalés par la direction du projet et partagés avec le Comité du projet.
- évaluer dans quelle mesure l'équipe et les partenaires du projet s'engagent et répondent aux exigences du rapport du FEM (c'est-à-dire comment ont-ils traité les PIR mal notés, le cas échéant)?
- Évaluer comment les leçons tirées du processus de gestion adaptative ont été documentées, partagées avec des partenaires clés et intériorisées par les partenaires.

Communications:

- Examiner la communication interne du projet avec les intervenants: La communication est-elle régulière et efficace? Y a-t-il des parties prenantes clés en dehors de la communication? Existe-t-il des mécanismes de rétroaction lorsque la

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communication est reçue? Cette communication avec les parties prenantes contribue-t-elle à la sensibilisation aux résultats et activités du projet et à l'investissement dans la durabilité des résultats des projets?

- Examiner la communication externe du projet: Est-ce que des moyens de communication appropriés ont été établis ou établis pour exprimer le progrès du projet et son impact visé (existe-t-il une présence sur le Web, par exemple?)
- À des fins de présentation de rapports, rédiger un paragraphe d'une demi-page qui résume les progrès du projet en termes de contribution aux avantages du développement durable, ainsi que les avantages environnementaux à l'échelle mondiale.

iv. Durabilité

- Valider si les risques identifiés dans le document de projet, l'examen annuel des projets / PIR et le module ATLAS de gestion des risques sont les plus importants et si les cotes de risque appliquées sont appropriées et à jour. Si non, expliquez pourquoi.

- En outre, évaluer les risques suivants pour la durabilité:

Risques financiers pour la durabilité:

- Quelle est la probabilité que les ressources financières et économiques ne soient pas disponibles une fois l'aide du FEM suffisantes pour Soutenir les résultats du projet)?

Risques socioéconomiques pour la durabilité:

- Y a-t-il des risques sociaux ou politiques qui pourraient compromettre la durabilité des résultats du projet? Quel est le risque que le niveau de participation des parties prenantes (y compris l'appropriation par les gouvernements et les autres parties prenantes clés) soit insuffisant pour permettre le maintien des résultats/avantages du projet? Les divers intervenants clés voient-ils qu'il est dans leur intérêt que les avantages du projet continuent à couler? Existe-t-il une sensibilisation suffisante du public et des parties prenantes pour appuyer les objectifs à long terme du projet terminée (considérer que les ressources potentielles peuvent provenir de sources multiples telles que les secteurs public et privé, les activités génératrices de revenus et d'autres ressources financières? Les leçons tirées sont-elles documentées par l'équipe du projet sur une base continue et partagées/transférées aux parties appropriées qui pourraient tirer des enseignements du projet et éventuellement les reproduire et / ou les évaluer à l'avenir?

Cadre institutionnel et gouvernance Risques pour la durabilité:

- Les cadres juridiques, les politiques, les structures de gouvernance et les processus posent-ils des risques qui risquent de compromettre la subsistance des avantages du projet? Lors de l'évaluation de ce paramètre, examiner également si les systèmes / mécanismes requis pour la responsabilisation, la transparence et le transfert des connaissances techniques sont en place.

Risques environnementaux pour la durabilité:

- Existe-t-il des risques environnementaux qui risquent de compromettre la subsistance des résultats du projet?

Conclusions & Recommandations

L'équipe chargée de l'examen à mi-parcours comprendra une partie du rapport établissant les conclusions fondées sur des données factuelles à partir des conclusions.

Les recommandations devraient être des suggestions succinctes d'intervention critique qui sont spécifiques, mesurables, réalisables et pertinentes. Un tableau de recommandations devrait figurer dans le résumé du rapport. Voir la Guide pour la conduite d'examen à mi-parcours des projets financés par le PNUD et financés par le FEM pour obtenir des conseils sur un tableau de recommandations.

L'équipe du MTR ne doit pas dépasser 15 recommandations au total.

Évaluations

L'équipe de l'évaluation à mi-parcours inclura ses évaluations des résultats du projet et une brève description des résultats obtenus dans le tableau récapitulatif des évaluations et des résultats des MTR dans le résumé analytique du rapport d'examen à mi-parcours. Voir l'annexe E pour les échelles de notation. Aucune évaluation sur la stratégie du projet et aucune évaluation globale du projet n'est requise.

Table. MTR Ratings & Achievement Summary Table for (Conservation of globally significant biodiversity and sustainable use of ecosystem services in Algeria's cultural parks.)

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	

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	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6. DUREE

La durée totale de l'examen à mi-parcours sera d'environ 8 semaines à compter du 1er octobre 2016 et ne dépassera pas cinq mois à compter de la date d'embauche du (des) consultant (s). Le calendrier indicatif provisoire est le suivant:

TIMEFRAME	ACTIVITY
25 August 2016	First application deadline two weeks after publication closes
15 September 2016	Select MTR Team
04 October 2016	Prep the MTR Team (handover of Project Documents)
15 - 27 October 2016 - (13 days)	Document review and 13 day in-country mission: stakeholder meetings, interviews, field visits, wrap-up meeting & presentation of initial findings
7 November 2016	Draft MTR report submitted for comment
17 November 2016	Comments received from UNDP and Government
25 November 2016	Finalization of MTR report with audit trail from feedback on draft report
By 10 December 2016	Management Response prepared by UNDP MTR report approved and translated by UNDP, and submitted

¹ Alternatively, MTR conclusions may be integrated into the body of the report.

7. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	Presentation	Initial Findings	See above	MTR Team presents to project management and the Commissioning Unit
2	Draft Final Report	Full report (using guidelines on content outlined in Annex B) with annexes	See above	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFF
3	Final Report*	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	See above	Sent to the Commissioning Unit

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

8. ARRANGEMENTS MTR

La responsabilité principale de la gestion de cette MTR réside dans l'unité de mise en service. L'Unité de mise en service pour l'examen à mi-parcours de ce projet est le Bureau de pays du PNUD en Algérie.

L'unité de mise en service contractera les consultants et veillera à la fourniture en temps opportun des indemnités journalières et des arrangements de voyage à l'intérieur du pays pour l'équipe du MTR. L'équipe du projet sera responsable de la liaison avec l'équipe du MTR afin de fournir tous les documents pertinents, d'organiser des entrevues auprès des intervenants et d'organiser des visites sur le terrain.

9. COMPOSITION DE L'ÉQUIPE

Une équipe de deux consultants indépendants dirigera le MTR - un chef d'équipe (avec expérience et exposition à des projets et évaluations dans d'autres régions du monde) et un expert d'équipe, généralement du pays du projet. Les consultants n'ont pas pu participer à la préparation, à la formulation et / ou à la mise en œuvre du projet (y compris la rédaction du document de projet) et ne devraient pas avoir de conflit d'intérêt avec les activités connexes du projet.

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La sélection des consultants visera à maximiser les qualités globales de «l'équipe» dans les domaines suivants:

- Expérience récente des méthodologies d'évaluation de la gestion axée sur les résultats (10%);
- Expérience de l'application des indicateurs SMART et reconstitution ou validation des scénarios de référence (5%);
- Compétence en gestion adaptative, telle qu'elle est appliquée au domaine de focalisation sur la biodiversité au FEM (10%);
- Expérience en travaillant avec les évaluations du FEM ou du FEM (10%);
- Expérience du travail dans la région du Sahara (15%);
- Expérience professionnelle dans les domaines techniques pertinents pendant au moins 10 ans (10%).
- Compréhension avérée des questions liées au genre et à la biodiversité; Expérience dans l'évaluation et l'analyse sensibles au genre (5%).
- Excellentes aptitudes en communication (5%)
- Compétences analytiques démontrables; (5%)
- Les activités d'évaluation et d'examen des projets au sein du système des Nations Unies seront considérées comme un atout (10%);
- Un diplôme de maîtrise en sciences de l'environnement, éventuellement axé sur la conservation du patrimoine écoculturel ou sur un autre domaine étroitement lié. (15%)

10. MODALITÉS DE PAIEMENT ET SPÉCIFICATIONS

10% du paiement après l'approbation du dernier rapport de démarrage du MTR

30% sur présentation du projet de rapport MTR

60% à la finalisation du rapport d'examen à mi-parcours

11. PROCESSUS DE DEMANDE

Présentation recommandée de la proposition:

A) Lettre de confirmation d'intérêt et de disponibilité;

B) CV et un formulaire d'historique personnel (P11);

C) Brève description de l'approche de travail / proposition technique de la raison pour laquelle la personne se considère comme la plus apte à l'affectation et une méthodologie proposée sur la façon dont ils aborderont et complèteront la tâche; (Max 1 page)

D) Proposition financière indiquant le prix total du contrat global fixe et tous les autres frais liés au voyage (tels que billet d'avion, indemnité journalière, etc.), appuyés par une ventilation des coûts, selon le modèle joint au modèle de lettre de confirmation d'intérêt. Si un candidat est employé par une organisation, une entreprise ou une institution et qu'il s'attend à ce que son employeur verse des frais de gestion au moment de le remettre au PNUD en vertu d'un accord de prêt remboursable (RLA), le demandeur doit indiquer au Et veiller à ce que tous ces coûts soient dûment incorporés dans la proposition financière soumise au PNUD.

Tous les documents de candidature doivent être soumis par courrier électronique à l'adresse suivante SEULEMENT: procurement.project.dz@undp.org par **(date et heure)**. Les demandes incomplètes seront exclues de l'examen ultérieur.

Critères d'évaluation de la proposition : Seules les demandes recevables et conformes seront évaluées. Les offres seront évaluées selon la méthode de notation combinée - où la formation et l'expérience sur des missions semblables seront pondérées à 70% et la proposition de prix pèsera comme 30% du score total. Le candidat recevant le score le plus élevé combiné qui a également accepté les conditions générales du PNUD recevra le contrat.

Annexe B: Midterm Review Evaluative Matrix Template

Evaluative questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
1) To what extent is the project / MoC strategy consistent with the country's environmental policy?	Coherence between the project / MoC strategy and the various other strategies in the environmental field	National strategy documents with an environmental componentle	Document analysis
2) Does the Project / MoC strategy based on the assumptions made really help mitigate the risks?	Systematic consideration of risks in the formulation of the logframe / approach	Project Document and checklist 3 revising the logframe	Document analysis, experience of other projects
3) Have there been any contextual changes affecting the achievement of outcomes?	Important changes in the context at the institutional level, economy, sectoral policy ...	National policies or strategies, websites, project staff and partners	Analysis of documents and websites, interviews with project staff and partners
4) Is the Project strategy relevant and effective in achieving the outcomes?	Coherence between strategy and outcomes	Project Document and checklist 3 revising the logframe	Document analysis, experience of other projects
5) Are the indicators and targets of the project logframe "SMART"?	SMART criteria	Project logframe ⁸	Analysis of the Project logframe
6) Can progress made to date have / could produce development benefits?	Benefits at the level of income generation, gender aspects, governance	Sector documents, project staff and partners	Document analysis, interviews with project staff and partners
7) Have relevant gender issues been taken into account in the design, monitoring framework and implementation of the Project?	Systematic consideration gender elements	Project documents, data collected throughout the MTR mission	Document analysis, interviews with stakeholders
Progress Towards Results: To what extent have the expected outcomes and objectives of the Project been achieved thus far?			
1) What progress has been made toward achieving end-of-project targets?	Matrix of Progress towards Results	Project Document, annual reports, PIRs	Document analysis

⁸ Refer to the revised logical framework on 11 September 2014

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2) What are the obstacles to achieving the Project objective?	Indicators of the logframe of the Project	Project documents, data collected throughout the MTR mission	Document analysis, interviews with stakeholders
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and Project communications supporting the Project's implementation?			
1) Is the implementation of the project effective and able to adapt to any change in context?	Indicators of the Project's logframe; speed of measurement adjustments	Project Document, Project logframe, action plans	Document analysis, interviews with stakeholders
2) Are responsibilities, reporting structure and decision making clear and transparent?	Speed, clarity and consistency of decisions	Organisation chart and operating note, data collected throughout the MTR mission	Analysis of organisational charts and other information obtained
3) How good is the support provided by UNDP?	Judgment of the support provided by UNDP by the Project, MoC and MAE	Project staff, MoC and MAE	Interviews with project staff, MoC and MAE
4) Is the business planning process focused on results?	Results-based planning in annual action plans	Annual action plans	Document analysis
5) Is the Project accompanied by appropriate financial controls, including data reporting and planning?	Financial control tools	Budget and annual expenditures; financial and accounting audit	Document analysis
6) Is co-financing strategically applied to contribute to the achievement of the Project objective based on joint planning with the Project?	Coherence between type of co-financing and project objective	Annual co-financing table, Project Document	Document analysis
7) Are the monitoring and evaluation tools relevant, participatory, efficient and cost-effective?	Quality of monitoring indicators	Logframe of the Project	Analysis of the logframe of the Project
8) Have partnerships with stakeholders been put in place and strengthened?	Number of functional partnerships	Project staff and partners, data collected throughout the MTR mission	Interviews with stakeholders
9) Do government stakeholders at the local and national levels support the Project objectives?	Co-financing table, N° of operational multi-actor platforms, N° of management agreements applied	Project documents, project staff and partners, data collected throughout the MTR mission	Document analysis, interviews with stakeholders

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10) Is internal communication with stakeholders about the Project relevant and effective?	Number of minutes of meetings and workshops	Minutes of meetings and workshops, Project staff and partners	Document analysis, interviews with stakeholders
11) Is external communication efficient?	Impact of awareness campaigns	Survey analysis	Survey (to design and implement)
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
1) Are the identified risks the most important and are the risk assessments appropriate and up to date?	Update of the tourism assumption	Project Document, annual Project review / PIR and ATLAS Risk Management Module	Document analysis
2) What is the availability of financial and economic resources after the end of GEF assistance?	Budget MoC 2018, availability of other financial sources to capture	National policies, other financial sources (e.g. Green Climate Fund, Payments for Ecosystem Services)	National political analysis, review of other financial sources
3) Are there socio-economic or political risks that could threaten the sustainability of the Project's achievements?	Development indices, political stability	Human Development Index (UNDP), policy analysis documents	Document analysis
4) Are there risks related to the institutional framework and governance for sustainability?	Coherence between institutional and governance changes and project strategy	Institutional framework, new legislation	Analysis of legislation texts
5) Are there environmental risks for sustainability?	Degradation of environmental factors	Environmental and climate change documents (UNFCCC)	Document analysis

Annexe C: Interview Guide

The following open-ended questions were elaborated in advance to the interviews with the local population and the local authorities. These rather general questions made it possible to introduce the theme, followed by more specific questions based on the answers obtained from the interviewees. The translation of the questions into a simple language and into Algerian Arabic was done by the national consultant.

A) Local population

Group discussion with local population at Tagmart (Ahaggar CP) on 10 September 2017, 7 men;

Group discussion with local population at Tarhenanet (Ahaggar CP) on 10 September 2017, 8 men;

Group discussions with local population at Torset (Tassili N'Ajjer CP) on 14 September 2017, 6 men, 5 women;

Group discussion with local population at Ihrir (Tassili N'Ajjer CP) on 10 September 2017, 7 men.

Open-ended questions
How did the Project / CP contribute to the protection of the nature (biodiversity)?
How did the Project / CP support the livelihoods of the local population?
Do the eco-development activities meet your needs?
Are there conflicts related to the use of the natural resources in your area? If so, how does the Project / CP intervene?

B) Local authorities

Group discussion with local authorities (APC) at Idelès (Ahaggar CP) on 12 September 2017, 4 men;

Group discussion with local authorities (APC) at Bordj el Houes (Tassili N'Ajjer CP) on 13 September 2017, 3 men.

Open-ended questions
How is the Project/CP perceived by the local authorities? How do you collaborate with them?
How were you involved in developing collaborative the management agreements?
How did the Project/CP contribute to the livelihoods of the local population?
How did the Project/CP contribute to the protection of the nature (biodiversity)?

Annexe D: Rating Scales

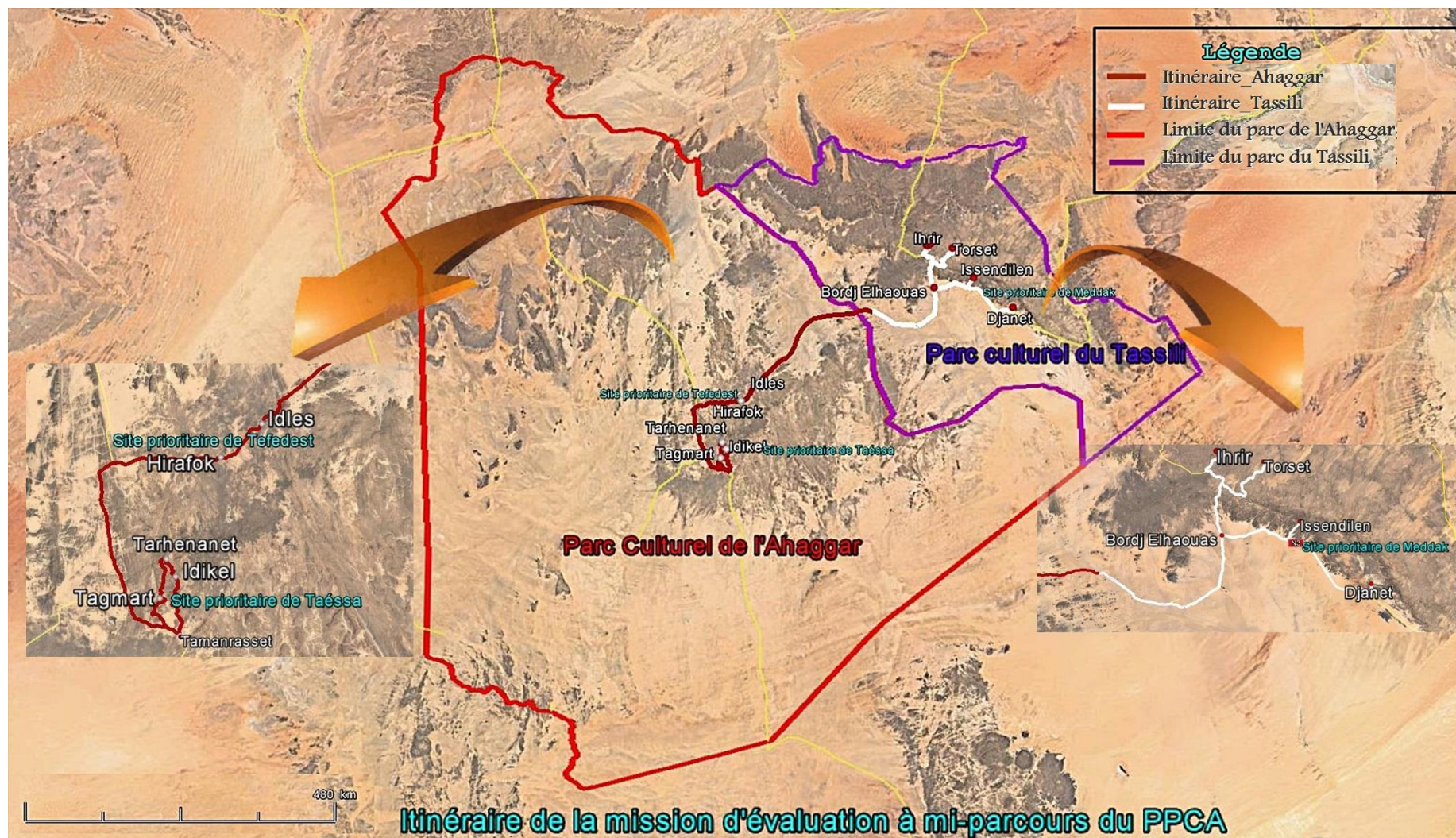
Terms revised as a result of CTR's request.

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

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

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

Annexe E: Itinerary of the MTR Field Mission



Annexe F: List of Persons Interviewed

N°	NOM & Prénoms	Structure	Fonction	Téléphone	Email
Ministère de la Culture					
01	OULEBSIR Smail	MdC	Secrétaire Général	023 70 11 70	smaildce@yahoo.fr
02	CHENTIR Farid	MdC	Directeur	0662 558 466	
03	BOUZEGHAMA Abdelaziz	MdC	Directeur de l'Administration et des Moyens	0560 014 062	bouzeg@laposte.net
04	SIAMER Nacéra	MdC	Administrateur Principal	0559 637 060	
05	DAHMANI-YOUNSI Nawel	MdC	Directrice des Etudes	023 701 162	younsinawel@gmail.com
06	LAHOUAL Samir	MdC	Directeur d'Etudes	0680 082 209	dec@m-culture.gov.dz
07	KHALFAOUI Zine-Eddine	MdC	Sous-Directeur	0772 639 172	
08	BOUTELDJA Rachid	MdC	Sous-Directeur	023 700 911	
09	BENAMIROUCHE Mohamed	MdC	DCR PC	0554 687 103	
10	AMOKRANE Nabil	MdC	Conservateur du Patrimoine	0774 952 136	nabil.amokrane@gmail.com
11	TAHRAT Sabiha	MdC	Conservatrice du Patrimoine	0553 226 308	s.tahrat@yahoo.fr
12	TOUMI Nacéra	MdC	Administrateur Principal	0559 637 060	naceratoumi2002@gmail.com
13	REMAGUI-TEMAM Fatiha	MdC	Administrateur	0558 804 813	remaqui@yahoo.fr
PNUD Bureau ALGERIE					
14	BENDRISS Faiza	PNUD	Chargée de Programmes	0661 943 900	
15	GH MATTRIVERS Messana	PNUD	Conseiller Technique du Projet	33 562 159 35	comecaprojects@runbox.com
Unité Centrale du Projet					
16	AMOKRANE Salah	UCP/PPCA	Directeur National du Projet	0661 970 218	amokranesalah@yahoo.fr
17	RACHEDI Abdelkader	UCP/PPCA	CNP	0661 970 238	rachediaek@gmail.com
18	MOUICI Salim	PPCA	Assistant Administration et Finance	0542 424 363	salim.mouici@undp.org
19	HESSAS Ibrahim	UCP/PPCA	Chargé S&E	0661 970 243	hessasibrahim@yahoo.fr
20	MOUSSOUNI Abdenour	UCP/PPCA	Chargé de la planification	0661 970 242	mous-abdenour@yahoo.fr
21	MAACHOU Ferial	UCP/PPCA	Chargée du SIG	0661 970 240	feriel_recherche@yahoo.fr
22	AMOURA Wafa	UCP/PPCA	Assistante Technique	0661 970 241	amoura.wafa@hotmail.com
23	SAHEB Narimane	UCP/PPCA	Chargée de Communication	0661 970 240	saheb.narimane@ppca.dz
24	TIKOUK Abderrahmane	UCP/PPCA	Chargé de l'audiovisuel	0661 970 252	dydydahmane@gmail.com

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Unité Locale du Projet/Parc National Culturel de l'Ahaggar					
25	AOUALI Ahmed	ONPCA	Directeur	0668 461 789	aouali_ahmed@yahoo.fr
26	BE NMESSAOUD Messaouda	ONPCA	Chef de Département	0669 191 868	homosapiensdz@yahoo.f
27	BALLAH Abderrahmane	UGLP/ONPCA	Chargé Ecodéveloppement	0666 848 556	abderrahmane-ballah@yahoo.com
28	GHANOU Moussa ben Abderrahmane	UGLP/ONPCA	Technicien Supérieur Agriculture	0663 177 501	gahoumoussa@yahoo.fr
29	ABOUDA Abdelhouab	UGLP/OPCA	Chargé de l'IEC	0660 390 623	wahabbahri11@gmail.com
30	HADDADI Abdelhamid	UGLP/ONPCA	Chargé de la Biodiversité	0663 685 012	haddadiab@yahoo.f
31	GHALISSOU Ismail	UGLP/ONPCA	Technicien Supérieur Agriculture	0667 467 728	
32	OUARIDHINE Mohamed Ali	UGLP/ONPCA	Technicien Supérieur Agrométéo	0664 376 284	
Unité Locale du Projet/Parc National Culturel du Tassili N'Ajjer					
33	BOUMHALA Karim	ONPCT	Directeur par intérim	0663 450 923	
34	ABAD Mohamed	UGLP/ONPCT	Attaché d'Administration	0668 659 601	
35	CHERIFI Kamel	UGLP/ONPCT	Chargé de la Biodiversité	0556 174 451	cherifi.kamel1@gmail.com
36	OUBRAHAM Salim	UGLP/ONPCT	Coordonnateur UGLP	0549 499 935	s.oubraham@yahoo.fr
37	BELTOU Djamila	UGLP/ONPCT	Chargée de la communication	0666 672 959	djamilapnud@gmail.com
38	BAKOU Abdelmadjid	UGLP/ONPCT	Chargé Ecodéveloppement	0667 100 878	abdelmadjidbakou@yahoo.fr
Experts recrutés par le Projet					
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Annexe G: List of Documents Reviewed

Documents de base du Projet :

1. GEF Trust Fund : Project Identification Form (PIF), 22/04/2009
2. STAP Scientific and technical screening of the Project Identification Form (PIF), 20/05/2009
3. PRODOC. Document de projet. 167p.
4. Aide-mémoire n°3. Révision du cadre logique du Projet. 11/09/2014. 21p.
5. Project Implementation Review (P.I.R) 2015. GEF/UNDP. 21p
6. Project Implementation Review (P.I.R) 2016. GEF/UNDP. 33p
7. Project Implementation Review (P.I.R) 2017. GEF/UNDP. 32p

Documents du suivi de l'exécution du Projet:

8. Capacity Development Scorecard (Instrument de Suivi du Renforcement des Capacités – ISEG). Année 2017. Direction Nationale du Projet. 8p.
9. Capacity Development Scorecard (Instrument de Suivi du Renforcement des Capacités – ISEG). Office du Parc Culturel de l'Ahaggar. Année 2017. Direction Nationale du Projet. 13p.
10. Capacity Development Scorecard (Instrument de Suivi du Renforcement des Capacités – ISEG). Office du Parc Culturel du Tassili N'Ajjer. Année 2017. Direction Nationale du Projet. 15p.

Documents de suivi financier :

11. Instrument de Suivi de la Durabilité Financière. Année 2017. Direction Nationale du Projet. 18p.
12. UNDP. Annual Work Plan. Year 2013. Report Date : 29/10/2013. 11p.
13. UNDP. Annual Work Plan. Year 2014. Report Date : 18/12/2013. 9p
14. UNDP. Annual Work Plan. Year 2014. Report Date : 13/07/2014. 10p.
15. UNDP. Annual Work Plan. Year 2015. Report Date : 15/12/2014. 8p.
16. UNDP. Annual Work Plan. Year 2015. Report Date : 11/10/2016. 12p.
17. UNDP. Combined Delivery Report. Period : Jan-Dec 2013. 4p.
18. UNDP. Combined Delivery Report. Period : Jan-Dec 2014. 4p.
19. Tableaux cofinancement des actions pour l'année 2015 (fichier Excel)
20. Tableaux cofinancement des actions prévues dans les wilayas de Tamanrasset et Illizi pour l'année 2016 (fichier Excel).

Rapports de Suivi & Evaluation du Projet :

21. Rapport de démarrage du Projet. Octobre 2013. 41p.
22. Rapport de mise en œuvre et Plan d'Action 2014. Décembre 2013. 50p.
23. Rapport de suivi & évaluation n°2. Bilan 2014 et Plan d'Action 2015. Décembre 2014. 73p.
24. Rapport de suivi & évaluation n°3. Bilan 2015 et Plan d'Action 2016. Décembre 2015. 67p.
25. Rapport de suivi & évaluation n°4. Premier semestre 2016. 66p.
26. Rapport de suivi & évaluation n°5. Bilan 2016 et Plan d'Action 2017. Décembre 2016. 71p.
27. Rapport de suivi & évaluation n°6. Bilan 1^{er} Semestre 2017. Juin 2017. 71p.

Programmes et plans d'action des Unités du Projet :

28. Plan d'actions indicatif des Unités de Gestion du projet pour le second semestre 2016. DNP. Juin 2016. 8p.
29. Programme indicatif d'écodéveloppement comptant pour l'accord de gestion collaborative des ressources du site d'Iherir. (PC du Tassili N'Ajjer). Juin 2016. 4p.
30. Programme indicatif d'écodéveloppement comptant pour l'accord de gestion collaborative des ressources du site du Meddak. (PC du Tassili N'Ajjer). Juin 2016. 6p.
31. Projet pilote d'écotourisme « Patrimoines de TIHODAINE ». Groupe de travail Tassili N'Ajjer. Octobre 2016. 6p.
32. Programme d'écodéveloppement sectoriel dans le cadre des accords de gestion collaborative des ressources : secteur de l'agriculture. Sites du PC de l'Ahaggar. 2p.
33. Programme d'écodéveloppement sectoriel dans le cadre des accords de gestion collaborative des ressources : secteur de la culture. Janvier 2016. 6p.

34. Ecodéveloppement et Gestion collaborative dans le cadre du projet : démarche et réalisations. Ibrahim HESSAS, chargé du suivi et de l'évaluation (UGCP). Décembre 2015. 20p.
35. Programme d'écodéveloppement sectoriel dans le cadre des accords de gestion collaborative des ressources : secteur de l'environnement. Sites du PC de l'Ahaggar. Janvier 2016. 2p.
36. Programme d'écodéveloppement sectoriel dans le cadre des accords de gestion collaborative des ressources : secteur des forêts. Sites du PC de l'Ahaggar. Janvier 2016. 2p.
37. Programme d'écodéveloppement sectoriel dans le cadre des accords de gestion collaborative des ressources : secteur des ressources en eau. Sites du PC de l'Ahaggar. Janvier 2016. 2p.
38. Programme d'écodéveloppement sectoriel dans le cadre des accords de gestion collaborative des ressources : secteur de la solidarité nationale. Sites du PC de l'Ahaggar. janvier 2016. 2p.
39. Programme d'écodéveloppement sectoriel dans le cadre des accords de gestion collaborative des ressources : secteur du tourisme. Sites du PC de l'Ahaggar. janvier 2016. 2p.
40. Programme d'écodéveloppement comptant pour l'engagement sectoriel dans le cadre des accords de gestion collaborative : site de la Taessa. PC de l'Ahaggar. Décembre 2015. 5p.
41. Programme d'écodéveloppement comptant pour l'engagement sectoriel dans le cadre des accords de gestion collaborative : site prioritaire de la Taessa. PC de l'Ahaggar. Décembre 2015. 5p.
42. Programme d'écodéveloppement comptant pour l'engagement sectoriel dans le cadre des accords de gestion collaborative : site prioritaire du Tefedest . PC de l'Ahaggar. Décembre 2015. 5p.
43. Programme d'écodéveloppement comptant pour l'engagement sectoriel dans le cadre des accords de gestion collaborative : site prioritaire de Tihodaïne. PC du Tassili N'Ajjer. Décembre 2015. 5p.
44. Plan d'action indicatif des unités locales de gestion du projet pour les second semestre 2016. 8p.

Accords de gestion collaborative :

45. Accord de gestion collaborative avec la population d'IHRIR (wilaya d'Illizi)
46. Accord de gestion collaborative avec la population du Meddak (wilaya d'Illizi)
47. Accord de gestion collaborative avec la population du Serkout (wilaya de Tamanrasset)
48. Accord de gestion collaborative avec la population de la Taessa (wilaya de Tamanrasset)
49. Accord de gestion collaborative avec la population d'Ideless (wilaya de Tamanrasset)
50. Accord de gestion collaborative avec la population du Tihoudaine (wilaya d'Illizi)
51. Stratégie et plans d'actions nationaux pour la biodiversité (2016-2030). Ministère des Ressources en eau et de l'environnement. Elaboré avec le soutien du GEF et du PNUD.

Restitutions Ateliers organisés par le Projet :

52. Recommandations de l'Atelier de la wilaya de Tamanrasset pour l'identification du cofinancement national pour l'année 2015 dans le cadre de la mise en œuvre des activités du projet « Conservation de la biodiversité d'intérêt mondial et de l'utilisation durable des services écosystémiques dans les parcs culturels en Algérie. Tamanrasset du 17 au 18/12/2014
53. Recommandations de l'Atelier de la wilaya d'Illizi pour l'identification du cofinancement national pour l'année 2015 dans le cadre de la mise en œuvre des activités du projet « Conservation de la biodiversité d'intérêt mondial et de l'utilisation durable des services écosystémiques dans les parcs culturels en Algérie. Illizi du 28 au 29/12/2014.
54. Compte-rendu de l'Atelier de co-financement et de gestion collaborative dans le cadre du Projet. Alger. 9/12/2015. 9p.
55. Compte-rendu de l'Atelier de co-financement et de gestion collaborative dans le cadre du Projet. Illizi. Du 20 au 21/12/2015. 12p.
56. Compte-rendu de l'Atelier de co-financement et de gestion collaborative dans le cadre du Projet. Tamanrasset. Du 06 au 07/01/2016. 18p.
57. Compte-rendu de l'Atelier de co-financement et de gestion collaborative dans le cadre du Projet. Tamanrasset. 25/01/2017. 21p.
58. Compte-rendu de l'Atelier de co-financement et de gestion collaborative dans le cadre du Projet. Illizi. Du 18 au 19/01/2017. 23p.
59. Compte-rendu de l'atelier portant Stratégie de base pour le développement d'un tourisme national dans les Parcs Culturels de l'Ahaggar et du Tassili N'Ajjer. Tazrouk (Tamanrasset). 28 au 30/10/2016. 5p.
60. Recommandations de l'Atelier sur le cofinancement et la gestion collaborative du 18 et 19 Janvier 2017 à Illizi. 2p.

61. Compte rendu de l'Atelier portant « Approche méthodologique d'élaboration d'un Schéma d'Orientation Stratégique et du texte réglementaire portant Plan Général d'Aménagement des Parcs Culturels Algériens. Laghouat. 24 et 25/11/2016. 6p.

Avis à consultation lancés par le Projet et contrats d'engagement :

62. Avis à consultation nationale n°1/2017 pour le recrutement d'une équipe de consultants chargée de l'appui à la politique d'aménagement et de gestion des parcs culturels algériens.
63. Avis à consultation nationale n°2/2017 pour le recrutement d'un expert en écodéveloppement et gestion collaborative pour le parc culturel de Tindouf.
64. Avis à consultation nationale n°3/2017 pour le recrutement d'un expert en conception et intégration d'un module de suivi des services culturels.
65. Avis à consultation nationale n°4/2017 pour le recrutement d'un expert en service d'appui-conseil, réalisation infrastructures et aménagement des sites archéologiques et culturels.
66. Avis à consultation nationale n°5/2017 pour le recrutement d'un expert en service d'appui-conseil en tourisme durable.
67. Avis à consultation nationale n°6/2017 pour le recrutement d'un expert en renforcement des capacités et formation.
68. Copies des contrats (21) à durée indéterminée passés entre le DNP et le personnel recruté pour le Projet
69. Contrat de consultation n°0013/DNP/2016 pour Abdelmounaim SAFIA, expert SIG, en vue d'une étude portant évaluation du profil environnemental du parc culturel de l'Atlas Saharien.
70. Contrat de consultation n°0014/DNP/2016 pour Saad DJAKBOUB, expert Socio-économie en vue d'une étude portant évaluation du profil environnemental du parc culturel de l'Atlas Saharien.
71. Contrat de consultation n°0015/DNP/2016 pour Amina FELLOUS DJARDINI, expert Zoologie, en vue d'une étude portant évaluation du profil environnemental du parc culturel de l'Atlas Saharien.
72. Contrat de consultation n°0016/DNP/2016 pour Mohamed KAABACHE, expert Ecologue, en vue d'une étude portant évaluation du profil environnemental du parc culturel de l'Atlas Saharien.
73. Contrat de consultation n°0017/DNP/2016 pour Mohammed KOUIDRI, expert Botaniste, en vue d'une étude portant évaluation du profil environnemental du parc culturel de l'Atlas Saharien.

Canevas de suivi de la biodiversité :

74. Canevas de suivi et d'observation du site d'acacias
75. Canevas de suivi et d'observation d'un mégatransect
76. Canevas de suivi et d'observation d'un transect

Stratégies nationales :

77. Plan national d'actions pour l'environnement et le développement durable (PNAE-DD) (2011). Ministère de l'Aménagement du Territoire et de l'Environnement. 128p.
78. Stratégie nationale et plan d'actions nationaux pour la biodiversité 2016-2030. Ministère des Ressources en Eau et de l'Environnement. 158p.
79. Alignement de plan d'action national de lutte contre la désertification sur la stratégie décennale 2008-2018. Ministère de l'Agriculture et du Développement Rural (2011). 56 p.
80. Stratégie nationale de gestion écosystémique des zones humides d'Algérie. Direction Générale des Forêts. 73p.

Rapports divers :

81. Rapport technique de la mission de suivi de la mise en œuvre des activités du projet du 6 au 12 mai 2017. 31p.
82. Rapport de synthèse du voyage d'étude dans les aires protégées jordaniennes. Septembre 2016. 9p.
83. Rapport administratif de mission. Atelier sur le cofinancement et la gestion collaborative du 18 et 19 janvier 2017 à Illizi. HESSAS Ibrahim. Chargé du suivi et évaluation. 2p.
84. Note méthodologique pour l'élaboration d'un schéma d'orientation stratégique des Parcs Culturels algériens. 1^{er} Rapport. Expert en Aménagement : ARABI Mourad. Septembre 2016. 33p.

85. Note méthodologique pour l'élaboration d'un plan général d'aménagement des Parcs Culturels algériens. 2^{ème} Rapport. Expert en Aménagement : ARABI Mourad. Septembre 2016. 21p.
86. Rapport sur l'élaboration d'un module de formation pour le renforcement des capacités de mise en œuvre des activités d'écodéveloppement et de gestion collaborative dans les parcs culturels algériens. Octobre 2016. 17p.
87. Rapport de synthèse sur la biodiversité et les services écosystémiques dans le parc culturel de Tindouf. 15p.

Textes législatifs et réglementaires :

88. Loi n° 11-02 du 17 février 2011 relative aux aires protégées
89. Loi n°10-02 du 29 Juin 2010 portant approbation du Schéma National d'Aménagement du Territoire. Journal Officiel de la RADP. N°61 du 21/10/2010.
90. Loi n°04-03 du 23 juin 2004 portant sur la protection des zones de montagne
91. Loi n°03-10 du 19 juillet 2003 portant sur la protection de l'environnement dans le cadre du développement durable,
92. Loi n°01-20 du 12 novembre 2001 portant sur l'aménagement et le développement durable du territoire
93. Loi N°98-04 et le Plan National de Protection et de Mise en Valeur des Sites Archéologiques et Historiques
94. Loi n°83-03 du 05 février 1983 relative à la protection de l'environnement
95. Décret Exécutif n°16-259 du 10 octobre 2016 portant création de la Commission Nationale et des Commissions de Wilayas des Aires Protégées. Journal Officiel de la RADP n°60°2016.
96. Décret Exécutif n°15-207 du 27 juin 2015 fixant les modalités d'élaboration du Plan National d'Action pour l'environnement et le développement durable. Journal Officiel de la RADP n°42/2015.
97. Décret Présidentiel n°15-247 du 16 septembre 2015 portant réglementation des marchés publics et des délégations de service public. Journal Officiel de la RADP n°50 du 20/09/2015.
98. Décret Exécutif n°14-333 du 2 décembre 2014 complétant le décret exécutif n°11-254 du 14 juillet 2011 instituant le régime indemnitaire des fonctionnaires appartenant aux corps spécifiques de l'administration des forêts. Journal Officiel de la RADP n°70 du 7/12/2014.
99. Décret Exécutif n°11-443 du 26 décembre 2011 portant statut particulier des fonctionnaires appartenant aux corps des personnels de soutien à la recherche. Journal Officiel de la RADP n°70 du 27/12/2011.
100. Décret Exécutif n°11-257 du 30 juillet 2011 instituant le régime indemnitaire des fonctionnaires appartenant aux corps spécifiques de l'administration chargée de l'agriculture. Journal Officiel de la RADP n°42 du 31/07/2011.
101. Décret Exécutif n°11-127 du 22 mars 2011 portant statut particulier des fonctionnaires appartenant aux corps spécifiques de l'administration des forêts. Journal Officiel de la RADP n°18 du 23/03/2011.
102. Décret Exécutif n°09-407 portant création, organisation et fonctionnement du Parc Culturel de l'Atlas Saharien
103. Décret Exécutif n°08-383 du 26 novembre 2008 portant statut particulier des fonctionnaires appartenant aux corps spécifiques de la culture. Journal Officiel de la RADP n°68 du 3/12/2008.
104. Décret Exécutif n°08-158 portant création, organisation et fonctionnement du Parc Culturel du Touat-Gourara-Tidikelt
105. Décret Exécutif n° 08-159 portant création, organisation et fonctionnement du Parc Culturel de Tindouf
106. Décret Exécutif n°08-286 du 17 septembre 2008 portant statut particulier des fonctionnaires appartenant aux corps spécifiques de l'administration chargée l'agriculture. Journal Officiel de la RADP n°53 du 17/09/2008.
107. Décret Exécutif n°08-131 du 3 mai 2008 portant statut particulier des chercheurs permanents. Journal Officiel de la RADP n°23 du 4/05/2008.
108. Décret Exécutif n°08-04 du 19 janvier 2008 portant statut particulier des fonctionnaires appartenant aux corps communs aux institutions et administrations publiques. Journal Officiel de la RADP n°03 du 20/01/2008.
109. Décret Présidentiel n°07-308 du 29 septembre 2007 fixant les modalités de recrutement des agents contractuels, leurs droits et obligations, les éléments constitutifs de leur rémunération, les règles relatives à leur gestion ainsi que le régime disciplinaire qui leur est applicable. Journal Officiel de la RADP n°67 du 30/09/2007.

110. Décret Présidentiel n°07-307 du 29 septembre 2007 fixant les modalités d'attribution de la bonification indiciaire aux titulaires de postes supérieurs dans les institutions et administrations publiques. Journal Officiel de la RADP n°61 du 30/09/2007.
111. Décret Présidentiel n°07-304 du 29 septembre 2007 fixant la grille indiciaire des traitements et le régime de rémunération des fonctionnaires. Journal Officiel de la RADP n°61 du 30/09/2007.
112. Décret Présidentiel n°07-305 du 29 septembre 2007 modifiant le Décret Exécutif n°90-228 du 25/07/1990 fixant le mode de rémunération applicable aux fonctionnaires et agents publics exerçant des fonctions supérieures de l'Etat. Journal Officiel de la RADP n°61 du 30/09/2007.
113. Décret Présidentiel n°07-306 du 29 septembre 2007 fixant Le régime indemnitaire des fonctionnaires et agents publics exerçant des fonctions supérieures de l'Etat. Journal Officiel de la RADP n°61 du 30/09/2007.
114. Décret Exécutif n°83-509 du 20 août 1983 portant sur la protection des espèces animales non domestiques protégées.
115. Décret Exécutif n°96-98 du 6 mars 1996 déterminant la liste et le contenu des livres et registres spéciaux obligatoires pour les employeurs. Journal Officiel de la RADP n°17 du 13/03/1996.
116. Instruction interministérielle précisant les modalités d'application du décret exécutif n°95-28 du 12 janvier 1995 fixant les avantages particuliers attribués aux personnels qualifiés de l'Etat, des collectivités locales et des établissements et organismes publics exerçant dans les wilayas d'Adrar, Tamanrasset, Tindouf et Illizi. Ministère des Finances et Direction Générale de la Fonction Publique. 12/01/1995.

Procès-verbaux de réunions :

117. Procès-verbal n°01/2014 de la réunion du Comité de Pilotage du Projet du 07 mai 2014. 4p.
118. Procès-verbal n°01/2015 de la réunion du Comité de Pilotage du Projet du 29 janvier 2015. 5p.
119. Procès-verbal n°01/2016 de la réunion du Comité de Pilotage du Projet du 5 février 2016. 5p.
120. Procès-verbal n°01/2017 de la réunion du Comité de Pilotage du Projet du 06 avril 2017. 7p.
121. Procès-verbal n°02/2017 de la réunion extraordinaire du Comité de Pilotage du Projet du 09 juillet 2017. 5p.
122. Procès-verbal de la séance de travail du 19/07/2016. UGL de Tamanrasset. 3p.
123. Procès-verbal de la séance de travail du 24/07/2016. UGL du Tassili-N'Ajjer. 4p.

Communications des cadres de l'UGC et des UGLs au cours de la MTR :

124. Présentation Power Point du 7/09/2017 de M. Ibrahim HESSAS, chargé du suivi-évaluation (UGCP) sur l'écodéveloppement et la gestion collaborative dans le cadre du projet.
125. Présentation Power Point du 7/09/2017 de Mlle Wafa AMOURA, Assistante technique du projet, sur les expertises réalisées dans le cadre du projet.
126. Présentation Power Point du 7/09/2017 de M. Ibrahim HESSAS, chargé du suivi-évaluation (UGCP) sur l'écodéveloppement et la gestion collaborative dans le cadre du projet.
127. Présentation Power Point du 7/09/2017 de M. Abdenour MOUSSOUNI, chargé de la planification (UGCP), sur le système de suivi de la biodiversité dans les parcs culturels algériens.
128. Présentation Power Point du 8/09/2017 de Mme Narimane SAHEB, chargée de la communication (UGCP) dans le cadre du projet.
129. Présentation Power Point du 8/09/2017 de Madame Ferial MAACHOU, chargée du Système d'Information Géographique (UGCP) dans le cadre du projet, sur le SIG dans les parcs culturels algériens.
130. Présentation Power Point du 9/09/2017 de M. Abdelouahab ABOUDA, chargé de la Communication dans le cadre du projet (UGL de Tamanrasset), sur les activités d'IEC SIG dans le parc culturel de l'Ahaggar.
131. Présentation Power Point du 9/09/2017 de M. Abderrahmane BALLAH, chargé de l'écodéveloppement et de la gestion collaborative (UGL de Tamanrasset) dans le cadre du projet, sur les activités d'écodéveloppement dans le parc culturel de l'Ahaggar.
132. Présentation Power Point du 9/09/2017 de M. Abdelhamid HADDADI, chargé de la biodiversité (UGL de Tamanrasset) dans le cadre du projet, sur les activités de suivi de la biodiversité dans les sites prioritaires du parc culturel de l'Ahaggar.

133. Présentation Power Point du 16/09/2017 de Mme Djamil BELTOU, chargée de la communication (UGL du Tassili) dans le cadre du projet, sur les activités d'information et de communication dans le parc culturel du Tassili N'Ajjer.
134. Présentation Power Point du 16/09/2017 de M. Bilal GUEROUI, chargé de la biodiversité (UGL du Tassili), sur les zones humides du parc culturel du Tassili N'Ajjer.
135. Présentation Power Point du 16/09/2017 de M. Bilal GUEROUI, chargé de la biodiversité (UGL du Tassili) dans le cadre du projet, sur les activités de suivi de la biodiversité dans le parc culturel du Tassili N'Ajjer.
136. Présentation Power Point du 16/09/2017 de M. Farid OUBRAHAM du parc culturel du Tassili N'Ajjer.
137. Présentation Power Point du 16/09/2017 de M. Abdelmadjid BEKOU, chargé de l'écodéveloppement et de la gestion collaborative (UGL du Tassili) dans le cadre du projet dans le parc culturel du Tassili N'Ajjer.
138. Présentation Power Point du 7/09/2017 de Mme Chérifa BENSADK, experte en tourisme sur la stratégie de tourisme durable dans les PCs.
139. Présentation Power Point du 7/09/2017 de M. Aissa MOALI, expert en sociologie, sur l'évaluation du profil socioculturel du parc culturel du Touat-Gourara-Tidikelt.
140. Note sur l'intégration à la Fonction Publique du personnel recruté dans le cadre du Projet. Préparée par Ibrahim HESSAS, chargé du suivi et évaluation (UGCP). Mars 2017. 7p.
141. Note sur la préparation de l'évaluation à mi-parcours du projet. Préparée par Ibrahim HESSAS, chargé du suivi et évaluation (UGCP). Mars 2017. 33p.

Autres documents :

142. Groupe Banque Mondiale. Rapport de suivi de la situation économique de l'Algérie. Printemps 2017. 40p.
143. Ford, R. (2006, January 5) Challenges ahead for Algeria in 2016. Retrieved from <http://www.mei.edu/content/article/challenges-ahead-algeria-2016>.
144. GEF (2011) The GEF Monitoring and Evaluation Policy 2010. Global Environment Facility Evaluation Office, Washington.
145. UNDP (2009) Handbook on planning, monitoring and evaluating for development results. UNDP, New York.
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147. Patrimoine mondial (2015) Liens Culture-Nature. N° 15, Editions Unesco. 88p.
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151. Etude diachronique sur l'évolution des principaux écosystèmes du Tassili-Ahaggar. Rapport de synthèse botanique de l'expert ARAB Abdesselam. 23p
152. Note de situation du Projet au 30 novembre 2013. Datée du 2/12/2013. 23p.
153. Cartes des six sites prioritaires
154. Liste du personnel du Projet

Annexe H: Co-financing Table

Table 1 : Project Document forecasts and achievements at 31/12/2016 (US\$)

Designation	Amount (US\$)
Co-financing total planned	20,803,052
Co-financing completed at 31/12/2016	8,203,444.59
% Achievements/Forecasts	39.43%

Table 2 : Forecasts and achievements by type of planned actions (US\$)

Type of actions	Forecasts	Achievements at 30/12/2016	% Achievements / Forecasts
Pastoral water management	2,918,611	4,770,118.61	163.43%
Animal husbandry schemes	900,000	16,660,58	01.85%
Medicinal and forage plants	1,111,111	0	0%
Solar electrification	2,605,000	0	0%
Afforestation	883,333	59,589.42	6.75%
Plant nurseries and seed banks	458,333	301,763.38	65.84%
Women's traditional handicrafts	800,903	65,894.16	08.23%
Other eligible action	1,506,944	1,812,557.13	120.28%
Sustainable tourism	1,914,236	0	0%
Environmental education	770,819	1,176,861.31	152.68%
TOTAL	13,869,292	8,203,444.59	59.15%

Annexe I: Signed UNEG Code of Conduct

ToR ANNEX D: UNEG Code of Conduct for Evaluators/Midterm Review Consultants⁶

Evaluators/Consultants:

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.

MTR Consultant Agreement Form

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

Name of Consultant: Urs Bloesch

Name of Consultancy Organization (where relevant): Adansonia-Consulting

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

Signed at 15 / 10 / 2017 (Date) (Place) on Enlard

Signature: [Handwritten Signature]

⁶ www.undp.org/uneccodeofconduct

MTR of Algeria's Cultural Parks

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MTR Consultant Agreement Form

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

Name of Consultant: CHEHAT Foued

Name of Consultancy Organization (where relevant): _____

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

Signed at ALGIERS (Place) on 11/09/2017 (Date)

Signature: _____

