

GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET



Ministry of Culture and Arts

Nations

United

UNDP-GEF Final Evaluation

Development

Program

Conservation of Biodiversity of Global Interest and Sustainable
Use of Ecosystem Services in Cultural Parks in Algeria



Préambule

	Conservation of biodiversity of global interest and sustainable use of ecosystem services in Cultural Parks in Algeria
Project number	Output/Project ID: 78496 Award ID:61754 UNDP PIMS:4153 GEF PMIS:3952
EF due date	January 31 st ,2022
Date of submission of the EF report	January 12 th ,2022
Area of intervention Operational/Strategic Program of the GEF	Biodiversity Land degradation
Country	Algérie
GEF Implementing Agency	PNUD
Project Executing Agency	Ministry of Culture and Arts
Coordinating and Supervising Agency	Ministry of Foreign Affairs and National Community Abroad

Acknowledgment

We would like to express our gratitude to UNDP-GEF for entrusting us with the FE mission of this Project

We express our deep gratitude to the Central Project Unit team and to the teams of the three Cultural Parks visited, for their complete availability throughout the mission.

We fraternally thank the local populations for their interest in the unfolding of the mission and for their legendary hospitality

To all of you, very many, who have contributed through their knowledge and collaboration in the final evaluation of the Project We pay them a vibrant tribute

We are keen to dedicate this modest end-of-course work of the Project to the memory of the late Mrs. Habiba BAHAMID, former Director ONPC Tindouf who died in office during the project cycle.

in recognition of her quality as a tireless activist for the eco-cultural heritage that has been told to us so much, essentially

by the National Project Director,
Mr. Salah Amokrane

TABLE OF CONTENTS

Preamble.....	P1
Abbreviations & acronyms.....	P3
1. Analytical Summary.....	P04–10
2. Introduction	P11–14
3. Project Description.....	P15–20
4. Findings.....	P21–50
4.1.Strategy: Project Design/Development	P22–26
4.2. Project Implementation.....	P27–40
4.3. Results and Impacts of the project.....	P41–52
General conclusion.....	P53
5. Main findings, conclusions, lessons learned.....	P54–57
Main recommendations.....	P58–60
6. Appendices	
1. ToR of the RU.....	P62–72
2. Rating scale of the EF.....	P73
3. Schematic Maps of the Project's Convergence Zone.....	P74
4. List of documents examined.....	P75–78
5. EF Mission Itinerary, Including Summary of Field Visits.....	P79
6. Summary list of main stakeholders.....P80
7. List of people interviewed.....	P81–83
8. Questionnaires used.	P84
9. Intervention logic diagram.	P
85	
10. Current state of development of the UGC	P86–87
11. Summary statement of the ratings of the RU.....	P88

Abbreviations & acronyms

AMC	Collaborative Management Agreement
AP	Protected Area
APC	Communal People's Assembly
APR	Annual Project Report
APW	People's Assembly of Wilaya
BP	Country Office (UNDP)
CEO	Chief Executive Officer
CP	Steering Committee
CTR	Regional Technical Advisor (UNDP/GEF)
DGF	Directorate General of Forests
DNP	National Project Management
EF	Final Evaluation
FEM	Global Environment Facility
GC	Management Collaborative
GEF	Global Environment Facility
GEFIEO	GEF Independent Evaluation Office
GEFOFP	GEF Operational Focal Point
GEFTF	GEF Trust Fund
GeCon	Knowledge Management
ID	Identification
IEC	Information, Education, Communication
IPCC	Intergovernmental Panel on Climate Change
ISEG	Management Effectiveness Monitoring Instrument
LDCF	Least Developed Countries Fund
MAE CNE	Ministry of Foreign Affairs and the National Community Abroad
MCA	Ministry of Culture and Arts
MTR	Midterm Review/ Mid-term Evaluation
NPIF	Nagoya Protocol Implementation Fund
ONG	Non-Governmental Organization
ONPCA	National Office of the Ahaggar Cultural Park
ONPCT	National Office of Tassili N'Ajjer Cultural Park
PAB	Biodiversity Action Plans
PCs	Cultural Parks
PCA	Ahaggar Cultural Park
PCT	Tassili N'Ajjer Cultural Park
PDG	Chairman and Chief Executive Officer
PGA	General Development Plan
PIF	Project Identification Form
PIR	Project Implementation Review

PNUD	United Nations Development Program
PNUDPIMS	UNDP Project Information Management System
PNUDIEO	UNDP Independent Evaluation Office
PPCA	Projet Algérien Cultural Parks
ProDoc	Project Document
PSE	Payments for environmental services
SCCF	Special Climate Change Fund
S&E	Monitoring and evaluation



Traditional Tuareg necklace

Analytical Summary

└ Project Description

The Algerian Ministry of Culture and the Arts (MCA) has set up a national network of cultural parks, based on the inseparability between nature and culture, to manage the natural and cultural heritage, in particular the biodiversity of global interest. This network covers an area of 1,042,577 km², almost 43% of the national territory (annex N°03 Schematic map of the convergence zone of the Project)

This large territory is a priority area for biodiversity in the ecosystem of the central Algerian Sahara and one of the main world sites for the conservation of the biotic area of the desert.

the GEF PA Strategic Objective (SO1) and, more specifically, the second sub-objective “Expanding the coverage protected areas” while falling within the framework of the third Strategic Program entitled (Strengthening of the networks of protected areas).

This project, initiated in 2013 for a duration of seven (07) years 2013-2019, was revised twice, extending its implementation period to April 2022, i.e. a duration of nine (09) years.

The intervention called Phase II, is based on the capitalization of the achievements of a previous project for the preservation and protection of biodiversity, called Phase I, carried out between 2005-2009. It is a logical follow-up to this first phase, which consisted of strengthening the mechanisms and tools for managing biodiversity in different areas.

The objective of this new project, much more operational on the ground, is to ensure that the national system of cultural parks in Algeria is managed in a systemic and inclusive way to ensure the conservation of a biodiversity of global importance and the sustainable use of ecosystem services.

Its execution is carried out in collaboration with the UNDP and partly financed by the Global Environment Facility /GEF and is implemented under national management (NIM) by the Ministry of Culture and the Arts. The financial resources allocated to it represent a total of 26,713,052 (US\$), with a contribution from the GEF of 5,387,142 US\$, from the UNDP of 522,858 US\$, and 20,803,052 US\$ from Algeria.

Regarding the stakeholders, several actors are involved in direct connection with its objectives (Ministry of Foreign Affairs, Ministry of the Environment, Ministry of Water Resources, Agriculture, etc.), representatives of the administration at the level of the wilayas (regions), numerous consultants, the civil society, private companies, the media, and users of resources in PCs.

The project management bodies include a tripartite (MAE-MCA-UNDP), an intersectoral Steering Committee, a Central Management Unit (UGC) located in Algiers, two local Project Management Units (UGLs) privileged, located in the PCs of Tassili N'Ajjer in Djanet and Ahaggar in Tamanrasset, as well as three other UGLs at PCs in Touat-Gourara-Tidikelt, Tindouf and Saharan Atlas.

The project was launched during a start-up workshop held in October 2013 in Tamanrasset, with an effective resumption with the organization of the first field activities in the Ahaggar cultural park in October 2014

These are usefully focused on capacity building at the central level, and on the two demonstration sites of the cultural parks of Tassili N'Ajjer and Ahaggar, as well as in a less pronounced way on the three other cultural parks (Atlas Saharien, Touat Gourara Tidikelt, Tindouf), because they were newly born in 2008

Its other main lines of intervention relate to practices for introducing innovative approaches through five (05) components. The first applies to the conservation/protection of existing biodiversity, flora, fauna and wetlands. The third relates to the deployment of ecosystem services through the eco-development dimension. The fourth component relates to the development of human resources by building the capacities of the project management team and those of the offices managing the CPs in the field, but also targeting the local population as well as a wide range of people from multiple sectors.

The fifth part relates to the development of multi-target internal and external communication

The Strategy defined by the project is based on the national primacy of building a network of PCs equipped with Development Plans such as the confirmation of Law No. 98-04 and the master plan for archaeological and historical areas, which itself is integrated into the National Territorial Development Plan set by Law No. 10-02 of June 29, 2010

This intervention logic is built around three (3) components and aims to achieve seven (7) results validated by sixteen (16) performance indicators (Annex No. 09 Intervention Logic Diagram) The scope of this Project covers all five (5) CPs (Tassili N'Ajjer, Ahaggar, Touat-Gourara-Tidikelt, Tindouf and Saharan Atlas) while favoring seven (07) sites considered as priorities in the first two, vulnerability of the biodiversity diversity and the ecosystems they contain. and Anhef) and four (04) Ahaggar sites (Taessa, Tefedest, Serkout and Immidir sites) intended to become reference and demonstration for the extension of the approach to other relevant sites in the five PCs. Thus, the conservation of biodiversity and the use of ecosystem services will be considered as a model of sustainable and efficient exploitation natural resources.

Table N°02 Project Information Table

Table filled out by the Commissioning Unit and shared with the TE team

Projects details		Project Milestones	
Project Title	Conservation of biodiversity of global interest and sustainable use of ecosystem services in cultural parks in Algeria	BIP Approval Date	April 24 th , 2009
UNDP Project ID (PIMS#)	4153	Date of ProDoc endorsement by GEF CEO	September 12 th 2011
GEF Project ID (PMIS #)	3952	ProDoc signature date:	October 24 th , 2012
UNDP Atlas Code	Award ID: 61754 Output/Project ID: 78496	Appointment of the National Project Director	April 2014
Country:	Algérie	Launch workshop date	October 2 nd -3 rd , 2013
Region	Cultura Parks: Tassili N'Ajjer Ahaggar Saharan Atlas Touat Gourara– Tidikelt Tindouf	Mid-term review completion date	February 2018
Local Zone:	Biodiversity. Land Degradation	Final Assessment Completion Date:	31/01/2022
GEF operational program or Priorities/strategic objectives:	BD – SP3 “Strengthening Terrestrial Protected Area Networks”; LD – SP1 “Supporting Sustainable Agriculture and Rangeland Management”	Planned operational closure Date:	30/04/2022
GEF funds	GEF TF (GEF Trust Fund)		
Implementing Partner (FEM Implementing Entity):	Ministry of Culture and Arts		
Participation of NGOs/CBOs	N/A		
Private sector participation	N/A		
Geospatial coordinates project sites:	[Contact details are available in the annual PIRs]		
Financial information			
PDF/PPG	to the approval of the PIF USD)	at the end of PDF/PPG (USD)	

GEF grantPDF/PPG for project preparation	0	0
Co-funding for project preparation	0	0
Project	Upon approval of the ProDoc by the GEF CEO (USD)	at final valuation (USD)
[1]UNDP contribution:	522 858	522 858
[2]Government:	20 803 052	186 278 000
[3]Other multi/bilateral:	0	
[4]Private sector:	0	
[5]NGO:	0	
[6] Total co-financing 1+2+3+4+5:	21 325 910	186 800 858
[7] GEF grant	5 387 142	5 387 142
[8] Total Project Grant	26 713 052	192 8 000

Table No. 03 Evaluation Score Table

1. Monitoring and evaluation (M&E)	Évaluation
M&E design at entry	5
Implementation of the M&E plan	5
Overall quality of M&E	5
2.Implementing Agency (IA)Implementation and Execution of the Agency execution(AE)	Evaluation
Implementation Quality/ UNDP Quality Assurance	5
Quality of Delivery by Implementing Partner/MCA	5
Overall quality of implementation/execution	5
3.Evaluation of results ¹	Evaluation
Relevance	5,67
Efficiency	5,70
Rentabilité	5,67
Overall rating of project results	5,68
4.Durability	Cotation
financial viability	4
Sociopolitical sustainability	4
Institutional framework and sustainability of governance	4
Environmental sustainability	4
Overall probability of sustainability	4

The assessment scores table consolidates the individual scores made in a number of areas in the main TE report, as detailed in “Section 4. Findings” of the TE report.

Ratings for results, effectiveness, efficiency, M&E, implementation / monitoring, delivery, relevance	Durability ratings:
6 = Very Satisfactory (HS): exceeds expectations and/or no shortcomings	4 = Likely (L): negligible risks to sustainability
5 = Satisfactory (S): meets expectations and/or none or minor shortcomings	3 = Moderately Likely (ML): moderate risks to sustainability
4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings	2 = Moderately unlikely (MU): significant risks to sustainability
3 = Moderately Unsatisfactory (MU): Slightly below expectations and/or significant shortcomings	1 = Unlikely (U): serious risks to sustainability
2 = Unsatisfactory (U): significantly below expectations and/or major shortcomings	Unable to Assess (U/A): Unable to assess the expected impact and magnitude of sustainability risks
1 = Highly Unsatisfactory (HU): serious shortcomings	

Unable to assess (U/A): the information available does not allow an assessment	
--	--

▾ Concise summary of findings and conclusions

<p>Result 1: The extended PC national system manages ecosystems and biodiversity resources in a systematized, inclusive and effective way</p> <p>Indicator 4: UNDP/GEF National CP System Capacity Assessment Tool Rating Targets Achieved</p> <p>Indicator 5: UNDP/GEF CP Network Financial Sustainability Assessment Tool rating targets are met</p>	
Constatations	Conclusions
Among the two (2) products expected for this result, the first linked to the capacities of the national system is fully effective, it has reached its target. the second related to financial sustainability progressed, but did not reach fully target	The financial sustainability rating as calculated does not reflect the high level of financial sustainability of the CP system, strongly supported by the Algerian State.
<p>Result 2: Public support for cultural parks broadens the base of stakeholders involved in the management of CPs</p> <p>Indicator 6: Level of dissemination of the concept of the CPs among the target public, measured by a system of periodic surveys.</p>	
Findings	Conclusions
<ul style="list-style-type: none"> - Many tools for disseminating the notion of PCs on multiple media have been developed - The target value for this indicator was only defined after the mid-term evaluation (2017-2018) at 10%/year, i.e. 30% for the remaining 3 years It reached 93% - The level of dissemination of the concept of PCs, measured by a system of periodic surveys, has not been carried out in the planned forms. - However, a device for monitoring the effectiveness of the project's communication is put in place according to the project's media coverage indicators and KPIs indicators to measure the performance of the project's social networks (website and facebook page). adds, an online survey launched in February 2022 for a quantitative and qualitative analysis of the project's communication approach 	<ul style="list-style-type: none"> - The very high level of outreach has formally broadened the base of the stakeholders involved. This is verified in concrete terms by the multiple invitations addressed to the project at the regional, national and even international level to participate in events related to biodiversity. This reflects the strong impact on all stakeholders We consider the positive effects observed to be approvable, even if the level of dissemination was carried out in other forms than by a system of periodic surveys.
<p>Result 3: The effectiveness of management is improved in the cultural parks of Tassili N'Ajje and Ahaggar</p> <p>Indicator 7: Rating (ISEG).</p>	
Findings	Conclusions
<p>The target values were exceeded on both sites Tassili N'Ajj reached 81/77 Ahaggar reached 82/78</p> <ul style="list-style-type: none"> - In concrete terms, the staff of the LGUs of the two Offices, supplemented and trained in the management of the active eco-cultural heritage in the field. - Biodiversity is monitored on transects 	<p>The three tangible aspects observed demonstrate the improvement in the efficiency of management in the CPs mentioned.</p> <p>Observed effects are approvable</p>
<p>Result 4: The conservation of flagship species is improved in the Tassili N'Ajjer / Ahaggar region.</p> <p>Indicator 8: The distribution and density of key species maintained or increased in priority sites</p>	
Findings	Conclusions
<ul style="list-style-type: none"> - A validated system for monitoring and surveillance of flagship species has been set up - (Saharan cheetah, Dorcas gazelle and Barbary sheep) - A first conservation plan for three flagship species has been produced. - Many works and interventions have been devoted - With cheetah, Dorcas gazelle and mouflon - A multidisciplinary study over a long period (30 months) - was carried out 	<p>It can be noted that procedures and tools capable of achieving good performance have been well developed and implemented with a view to improving conservation techniques for key species (diachronic study)</p>
<p>Result 5: Threats and degradation of priority biodiversity sites and Ramsar sites are reduced</p> <p>Indicator 9: The number of poaching reports has decreased by 50% in the priority sites. (N. of individuals subject to observation).</p> <p>Indicator 10: Density of woody cover in priority sites maintained or increased</p> <p>Indicator 11: ESTABLISHMENT OF QUANTITATIVE VALUES FOR THE MAIN PARAMETERS OF WATER QUALITY AT RAMSAR SITES</p>	
Findings	Conclusions
<ul style="list-style-type: none"> - For indicator 9, the target values at the end of the project have been partially achieved. There is a reduction in poaching reports of 40% instead of the 50% expected - For indicator 10, the density of woody cover measured by satellite is reported to be increasing - For indicator 11, water quality analyzes are carried out 	<ul style="list-style-type: none"> - Overall, the effects observed for this result are approvable - Surveillance systems are strengthened. Activating control and surveillance patrols - Threats and degradation of priority biodiversity sites and Ramsar sites have been effectively reduced following the decrease in poaching due to reinforced surveillance systems as well as the establishment of a system for monitoring the quality of natural waters in wetland complexes, particularly those

	classified under the international Ramsar convention
Result 6: Active participation of local people, through collaborative management agreements, reduces pressures arried on the functions of the ecosystem in the PCs of Tassili N'Ajje and Ahaggar Indicator 12: Number of Collaborative Management Agreements (G C) concluded and implemented covering at least 6 priority sites Indicator 13: The number of proposals included in management agreements, coming from women, doubles. Indicator 14: SETs relating to adaptation to climate change are codified and capitalized in the GC agreements	
Findings	Conclusions
<ul style="list-style-type: none"> - GC agreements are implemented in 8 priority sites instead of 6 planned - The number of proposals from women exceeds the expected target (23 instead of 18) - SETs are integrated into GC agreements 	<ul style="list-style-type: none"> - The 3 performance indicators linked to this result are validated The Observed Effects are approvable

Result 7: The implementation of alternative strategies contributes to reducing the pressures exerted on productive ecosystem services and improving socio-economic situation on the priority sites of the two PCs Ahaggar and Tassili N'Ajjer Indicator 15: Allocated funds are effectively mobilized for the implementation of eligible actions. Indicator 16: At least 50% of approved tourist agencies adopt and implement the charter of sustainable tourism.	
Findings	Conclusions
<ul style="list-style-type: none"> - Alternative strategies contributing to reducing the pressures exerted on ecosystem services have been implemented thanks in large part to the co-financing mobilized - Defection from international tourism. Many tourism agencies are put on standby due to the regional situation in the Sahel countries with the instability of neighboring countries Libya Niger and Mali and the impact of the COVID 19 pandemic - Development of a program in favor of national tourism - For indicator 16: 50% of operators currently adhere to the tourism charter initiated by the project - The association of travel agencies at the level of the PC of Ahaggar has adopted the charter of ethics 	<ul style="list-style-type: none"> - The target level for indicator 15 was reached in 2018 - Adherence to the tourism charter initiated by the project continues even in the situation of defection from international tourism - In order to adapt to the unprecedented situation of defection from international tourism, the project has developed a compensation program in favor of national tourism. <p>Overall, the observed effects are approvable</p>

Concise summary of lessons learned

rubric	Lessons Learned
Differentiated Strategy And Project Management	Appropriate choice necessary to ensure effective sustainability of the project's achievements
Cohabitation Two Complementary Financing	The precise definition beforehand of the destination of each type of financing increases the efficiency of the project
Vision	The extended sharing of the vision with the team of managers, as practiced in this project, is a source of better mobilization of all stakeholders.
Indicators	Most of the indicators formulated are considered correct because they are well targeted and have observable effects The exclusive target value given to these indicators only at the end of the project makes their monitoring relatively difficult
Assumptions/Risks	The monitoring at regular intervals of the assumptions with formulation of a level of risk (high, medium, low), as practiced in this project is a very vigilant approach..
Generating income sources for local people	Any project to provide unused equipment for a target population must not be limited to the supply of machines and technical training, but must imperatively support the beneficiaries in terms of management in pre and post creation of their business
Intersectoral Collaborative Management	Many benefits can be derived from working collectively across sectors This approach has favored transversality between actors from different backgrounds as well as the permissiveness This thus allowed the observation of a new dynamic of a fundamental change in the perception of the agents of the different organizations involved.
Theory of change	The project succeeded in instilling in stakeholders a modern and more intelligible perception of the approach to be taken (scientific, collaborative and integrating local knowledge) in order to preserve this biodiversity.
Adaptive Management	The initial planning of the fields of action of a project should not be a static tool, but evolving according to the contexts encountered in the implementation of the project

Training and Capacity Building	The importance given by this project to capacity building is exemplary. Throughout its cycle, it has multiplied human resource development components, some of which are unprecedented, such as the training provided to the local population and to a wide range of individuals from multiple sectors.
Newly created Central PC Research and Management Unit	The ambition of the project to create a Central Management Unit for PCs during its implementation has succeeded, which gives it all its relevance. Beyond this creation, implementing this Unit in a viable, appropriate and then managed manner over time by regional and national actors alone requires, in our view, adaptation to this new role.

Table N°04 Summary of recommendations

registration #	RecommendationTE
A	Project management
A1	Strategy focusing its interventions in the project on a limited number of PCs is an appropriate choice
A2	Partnership financing and financing in a project due to its multiple advantages is a principle to be favored
A3	The adoption of a strategy based on a realistic vision, common and shared by all stakeholders is a source of better mobilization around a project.
A4	The very vigilant approach practiced by this project with regard to the monitoring at regular intervals of the hypotheses with the formulation of a level of risk (high, medium, low) is a model approach. This would be even more effective by identifying alternative scenarios formulated beforehand in the event of full verification of the hypothesis.
A5	To make it easier to monitor indicators, it is recommended to integrate intermediate indicators (measurable in a constant manner over time) which makes it possible to draw up milestones which are alarms for good decision-making in a timely manner. Moreover, when in a project, the number of partners is high, it is advisable to introduce indicators related to the partnership. Checking this type of indicator at regular intervals makes it possible to have warning signs as to the real participation of the partners and to regularly check to what extent the collaboration between the actors involved in the project is deemed satisfactory (source of information encouraging action)
B	Income Sources Generator
B1	The provision of equipment for business creation requires supporting the beneficiaries in terms of pre- and post-creation management, because creating one's own job through business creation requires management, finance and human resources skills.
C	Intersectoral Collaborative Management
C1	The new vision of collaborative work is to be considered as an example, but remains to be ensured that it persists
D	Theory of Change
D1	If we want to spread an ecological culture with the desire to introduce change, it is important, as provided in this project, to have a long-term vision, to prepare future generations for it.
E	Adaptive Management
E1	The adoption of adaptive management is relevant. It allows risks to be anticipated
F	Training and Capacity Building
F1	The good practice drawn from this project is its initiative to widen the field of capacity building beneficiaries to all those likely to be involved from a distance or close to the issue dealt with.
G	Communication Visibility of the Project
G1	External communication with all potentially useful communities, local and foreign, is a strong determinant for the visibility of the project and very advantageous in the accomplishment of the project and after the project..
H	Newly created research unit
H1	This unit called to work in formal networking with the PCS requires adopting a new approach to working with them. His needs are specific. A reflection in consultation with the PCs should probably be carried out. What type of network do you want? What level of cooperation is desired? How will the rules of cooperation be? What will be the mechanisms/instruments for networking?

Introduction



Barbary Sheep (*Ammotragus Lervia*)
IUCN Conservation Status:
Vulnerable

2. Introduction

└ Objective and Purpose of EDF

The objective of this final evaluation is to formulate a reasoned opinion on the performance of this project, in the light of the criteria set in the revised logical framework, as well as in relation to the context of Algeria's policy in the field of biodiversity conservation, the enhancement of cultural heritage and the development of territories.

To achieve this objective, it is generally a question of evaluating the successes and challenges of the action, the lessons learned and formulating relevant recommendations with the aim of improving decision-making for future actions and/or duplication. The underlying purpose of this is to provide answers to the essential questions asked by all the stakeholders in this project

Have we formulated a relevant intervention logic?

Did we do what needed to be done?

Did we do the things that needed to be done?

Have we made progress in achieving the results we set for ourselves?

Did our project bring added value what difference does our intervention make

Was the execution of the project carried out in the direction of the intended purpose?

Are there any difficulties that become obstacles or that hinder the project towards its goal?

Are the intended beneficiaries satisfied with the implementation of this project?

- What are the lessons that we can draw from the experience lived on validated bases and allow the project to continue its progress in the desired direction?

These issues were addressed both with the staff of the DNP implicitly during the conduct of a participatory workshop organized at the headquarters of the DNP to discuss the logical framework, the results obtained and the indicators, and with all the stakeholders. (representatives of official project partner institutions and other organisations) interviewed face to face and/or by videoconference

In accordance with the terms of reference, the evaluation carried out the following actions:

- Analyze the CAD criteria (relevance, effectiveness, efficiency, coherence, impact, sustainability) of the intervention implemented and draw lessons, both from the key success factors and from the constraints. We have introduced the criterion of internal and external consistency. Internal consistency at the level of the intervention logic in order to check whether the elements making up the different levels of the logical framework are consistent with each other. External consistency to take into account the dynamics of the partnerships that the project initiated with other actors to verify that the project brings added value while avoiding the overlapping of activities.
- Draw lessons from experience (which tools, methods or approaches have proven to be good in the specific situation of the project) on all the achievements of this intervention
- Give the elements for the sharing of experience and the capitalization of good practices
- Provide credible and useful information from this experience, allowing it to be integrated into the decision-making process with a view particularly to the viability of the national system of management of Algerian cultural parks

It is this last objective which is broken down in the form of the goal to be achieved, which gives us the latitude to evoke and grasp the notion of purpose (goal to be achieved) of this evaluation, expressed in the objective of the project. This is formulated as follows: The management system of cultural parks in Algeria aims to guarantee the conservation of biodiversity of global importance and the sustainable use of ecosystem services. It bears the following three (3) indicators:

Ecological sustainability: development, adoption and implementation of the PGA of CPs

Institutional sustainability: a dedicated PC management structure has been set up

Socio-economic sustainability: Patrimonialisation of cycles of knowledge in terms of traditional ecological knowledge

In our view, it is in institutional sustainability, through the institution of a dedicated PC management structure, that lies the major challenge of the project because it is the interface with the two (2) other forms of sustainability and that it constitutes the main purpose of the project.

Moreover, the objective of the project which corresponds to the final result to be achieved, evoking the notion of a management system, is already revealing of the underlying vision of the designers of this project, which is the strengthening of the national system of cultural parks under the supervision of the Ministry of Culture and the Arts.

The objective of the project is focused on the conservation of biodiversity of global importance, and the sustainable use of ecosystem services in cultural parks. In this situation, it is necessary to first question its outcome. Did the actions undertaken by the project achieve this objective?

This work was supplemented by the organization of two participatory workshops with the entire DNP team. The first aimed at identifying the strengths and weaknesses of the project development process through the analysis of the logical framework. The second related to the current state of development of the team making up this central unit, each supported by four (04) or five (05) weighted characteristics (criteria). The dimensions covered relate to the purpose of the network, mapping of actors, project management, sustainability (Appendix No. 11 Overview of the current state of development of the UGC)

The second phase consisted of a field mission to the three (3) PCs sites selected for this final evaluation. This included visits to the main project achievements and meetings with teams from the PCP offices as well as with certain local authorities, representatives of the private sector, associations and beneficiaries.

The work accomplished was supplemented by the organization of participatory workshops in each of the offices, bringing together the team in place, the main managers of the regional offices of the various sectors, representatives of civil society, and the private sector.

The objective of these workshops was to collect contradictory information on the effects observed linked to the project's intervention, to discuss the difficulties/constraints encountered locally and the challenges presented by collaborative management.

The third phase, carried out at home, involves videoconference interviews with both the central project team and certain personalities Ms Bierta Aliko Resident Representative UNDP Algiers, Mr Yves de Soyès Regional technical Advisor UNDP Brussels representation Office

The fourth also carried out at home, being reserved for the analysis of the data collected and the writing of the mission report

It should be specified that the examination of the whole project has been completed in perfect harmony within the consultants

└ Data collection and analysis

Our intervention is structured in such a way as to collect relevant information by means of these multiple complementary sources.

The main types of tools for collecting information used:

- Examination of the project documents. The imposing mass of documents produced by the project were sent to us only a few days before the start of the evaluation, making this examination very laborious.

This desk review included documents established during the preparation phase (PIF, Project Document) as well as project reports including the annual project review/PIRs, project budget revisions, national strategic and legal documents The FE team made extensive use of the data disseminated by the monitoring and evaluation system during the implementation of the Project (annual reports/PIRs) to assess the performance indicators.

- the information gathered during the participatory workshops organized with the teams of each unit, both at the level of the UGC and the UGLs of Ahaggar, Tessala N'Ajjer, Tindouf
- face-to-face interviews held with the responsible project managers, DNP and MCA and with partners from other structures as well as with four (4) consultants who were involved in the project
- to the statements reported during our contact with the local population, the actors and beneficiaries of the project during our field mission on the three sites mentioned above

It should be specified that all our interventions are favoured, as far as feasible, a fully participatory approach Concerning the field mission, carried out jointly with the DNP team, a detailed road map, specifying the sites to be visited and the interviews to be carried out in the PCs of Ahaggar, Tassili N'Ajje and Tindouf, was drawn up by the Project team and applied (Annex No. 05 Itinerary of the EF mission, including the summary of the field visits)

└ Deontology

In carrying out this evaluation assignment, our team acted in accordance with the principles set out in the UNEG "Ethical Guidelines for Evaluation". The rights to ensure the anonymity of informants, interviewees and stakeholders

are respected. In addition, we have adopted an ethical behavior vis-à-vis the culture specific to the populations of southern Algeria.

┆ Evaluation limits

The significant limits of the final evaluation carried out relate firstly to the dimension of the survey limited to observations made at the level of three (3) PCs, whereas we would have liked to examine all the PCs (5) on which intervened the project, in order to have a more relevant appreciation of the situation of the whole system of management

Then, the duration was a limiting factor. The very limited time granted for the field visits carried out at a run over such vast territories, made a better appreciation of the outcomes of the project's intervention binding.

┆ RU report Structure

A concise presentation of the project and the results achieved are presented in chapter 1 – (Analytical summary)

The elements framing our assessment are developed in chapter 2 – (Introduction).

The description and the context of the Project with its intervention logic are presented in Chapter 3 – (Description of the project)

The strategy, the implementation, the results and the impacts are set out in chapter 4- (Findings)

Conclusions, lessons learned, recommendations are part of chapter 5–(last chapter)

Project Description



The Saharan cheetah (*Acinonyx jubatus hecki*) has reappeared again in the Ahaggar Cultural Park in the far south of Algeria
(Subspecies listed as Critically Endangered on the IUCN Red List)

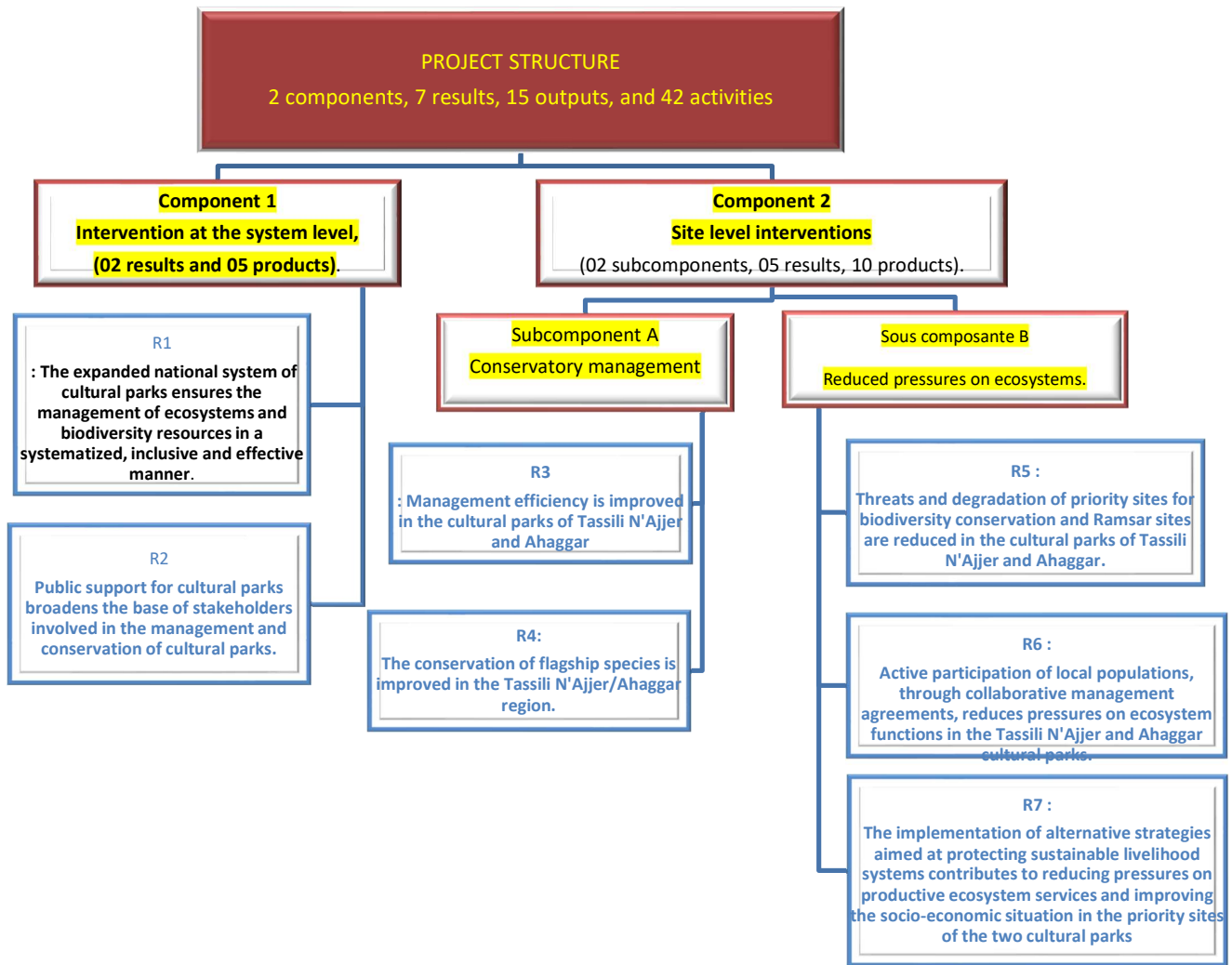
3. Project Description

└ Start and duration of the Project, including milestones.

This project was designed to evolve gradually following two (2) phases

The first phase (2005-2009) with direct execution by the UNDP aimed to implement an arsenal of measures aimed at promoting a national biodiversity conservation initiative by integrating the concepts of global environmental benefits. During this phase, the project intervened exclusively on the two (2) cultural parks of Ahaggar (wilaya of tamanrasset) and TassiliN'Ajjer (wilaya of Illizi) which are among the sites of world interest for the preservation of the global biota

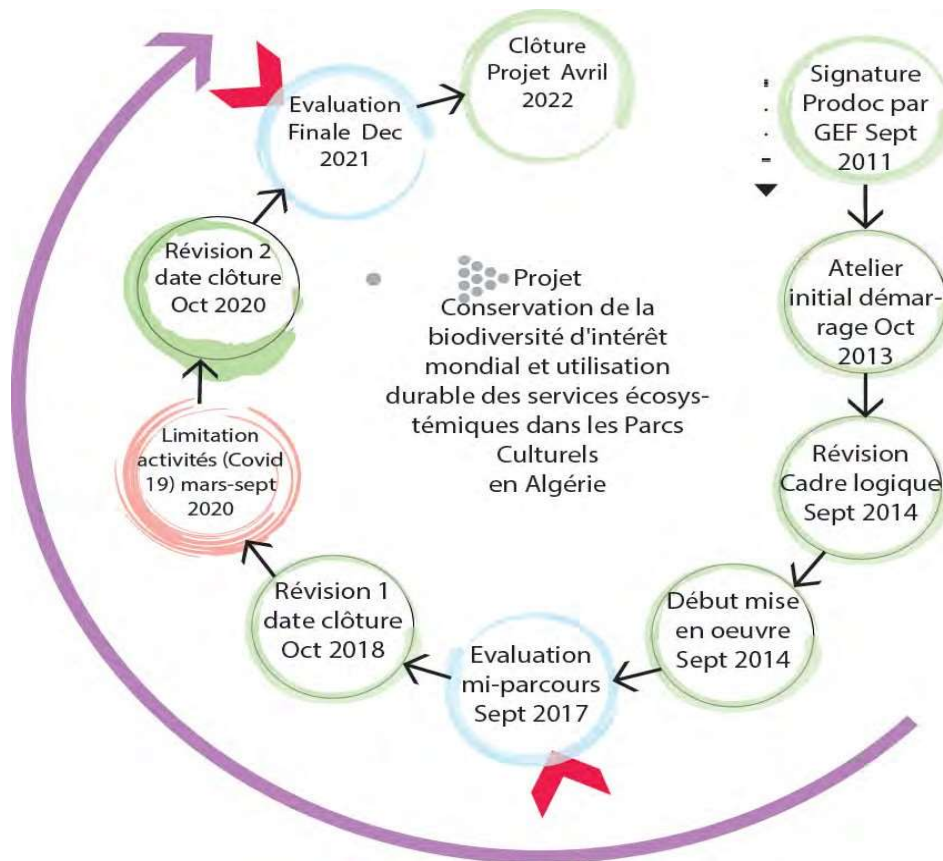
The second phase which is the subject of this evaluation, lasting seven (7) years (2014-2021) with national execution by the Ministry of Culture, concerns the implementation of operational programs on the various pilot sites previously identified at the level of the cultural parks extends to a number of five



The components developed in this project relate globally to: the strengthening of skills both at the level of the services of the Ministry of Culture and the DNP, and at the level of the five (5) offices managing the cultural parks of biodiversity, as well as the promotion of information, education and communication, eco-development and collaborative management, as well as the reduction of threats and the degradation of biodiversity conservation sites

The main steps that marked this project are summarized as follows:

FigN°01 Main Steps That Marked Out Project



ProDoc Signature by GEF sept 2011
initial workshop start oct 2013
revision logical framework 2013
start of implementation sept 2014
Mid-term evaluation Sept 2017
revision 1 closing date oct 2018
limitation of activities (Covid 19)
March - September 2020
revision closing date Oct 2020
final Evaluation dec 2021
project closure April 2022

Development context: Environmental,

Socio-economic, institutional and political factors relevant to the project objective and scope

The environmental factors that presided over their choice relate both to the different species to be protected and the ecosystems they shelter to be preserved, as well as cultural riches listed as universal heritage. This explains the interest of the project and its relevance.

In socio-economic terms, it is necessary to note the precariousness of the populations, certainly nomadic, but since settled and living in difficult economic conditions, aridity and shortage of fertile land.

This is why the project has included income-generating activities in its objectives, such as the small-scale breeding of camels (distribution of about forty camelids) and goats (distribution of about a hundred goats of local breed); with at the same time the allocation of sewing and weaving equipment for some women's associations to encourage traditional crafts, as well as the equipment of a youth association for the practice of audio-visual activities

At the institutional level, it is part of the desire to establish a systemic national strategy for the preservation of biodiversity and the protection of ecosystems, in particular by those of the administrative actors (ministries and wilayas) who have been involved in its actions.

Its concern is to promote their integration into a general plan for the management of species and biodiversity that is as integrated as possible so that the administrations acting on these areas are able to develop consultation, coordination and implement, in a systematic way, inclusive synergies to achieve results in line with the expectations of the local populations, or even beyond the borders in the proximity of similar sites in these desert areas. This should make it possible to expand and reach more stakeholders with the support of

local populations, but also the general public, to contribute to the conservation of species and the management of these protected areas.

Finally, on the political level, its registration as a project with an international dimension with the support of the GEF and the technical support of the UNDP, is also determined by the ambitions of the State to be able to promote an effective management model for modern governance of these parks.

The project will therefore have been an important contribution to the visibility of Algeria's political will in the field of biodiversity conservation, the enhancement of cultural heritage and the development of territories.

Overall, therefore, the project responds to the multitude of concerns expressed by the national authorities at the highest level, both in the past (2001-2002) during the development of the National Action Plan for the Environment and Sustainable Development (PNAE DD), of which various scientific points were taken into account by the project, and more recently during the definition of the National Strategy for Biodiversity (SPANB), work in which the project fully participated.

The Ministry of Culture was one of the main partners in the development and implementation of the National Biodiversity Strategy and Action Plans (SPANB), established by Algeria for the period 2016-2030. A sectoral action plan of the Ministry of Culture was even formulated and integrated into the final NBSAP document. In addition, the PCs being managed up to there, by offices, in an individualized and isolated manner, showed deficiencies on various levels: scientific, organizational, lack of inter-office interactions, management, to which the project in the form of networking of these entities, contributed to the resolution, in large part, of these

▣ Problems the project seeks to address: threats and barriers.

Algerian cultural parks today have a legal status and a management structure and official administrations, which ensures their protection and allows them to form a homogeneous conservation network constituting an effective buffer against threats on biodiversity and ecosystems. However, a number of systemic, operational and institutional constraints affect improvements in the effectiveness of the management of this network. The current project seeks to resolve these said constraints, by strengthening the network of cultural parks, by providing it with appropriate systemic, institutional and operational capacities to:

- (i) ensure effective planning and management of cultural parks based on scientific data and information;
- (ii) mitigate threats and pressures on biodiversity and ecosystem services present in cultural parks;
- (iii) effectively plan funding for the management of cultural parks and improve their profitability; and
- (iv) ensure better integration of the socio-economic development priorities of natural resource users in the management of cultural parks

The main threats and obstacles related to the feasibility of this strengthening of the network by the project are internal and external to the project and can be summarized as follows:

Internal barriers:

- Possible non-alignment of Offices managing PCs on the new PC management vision.
- Availability of motivated human resources to work in the project

External barriers:

- Insufficient implementation and monitoring of legal and institutional instruments to ensure the conservation of biodiversity
- Lack of technically sound development plans
- Insufficient involvement of local populations in the conservation and sustainable use of biodiversity due to a gradual transformation of traditional economic and governance systems,
- Insufficient attention given to conservation objectives in the local development agenda, due to low awareness of biodiversity resources and their use
- Insufficient involvement of the private sector in economic activities with environmental benefits

Thus, the problems that this project seeks to solve are multiple and of various orders.

▣ Immediate and Development Objective of the Project

The immediate objectives to which the project managers are bound beforehand relate to the internal plan. The aim was to quickly overcome the two problems related to the commitment of the managers of the Offices and the availability of motivated human resources for the operation of the project.

The element that constituted the first threat related to the possible lack of full commitment from the start, of the managers of these offices, to the new vision of PC management advocated by the project. This should include a central coordination and supervision unit. In this perspective, two (2) threats surrounded this new vision

This first threat was lifted fairly quickly as the project intervened for the benefit of these structures, in terms of scientific and legislative contributions, capacity building, recruitment of specialized personnel.

The second threat was related to human resources and the difficulty of having executives sufficiently motivated to agree to work in a fixed-term project and the risk that the staff recruited by the UGC and the UGLs with project funds would no longer be available at the end of it, for lack of perpetuation of their employment. Efforts by the Project Management resolved this impediment.

This situation no longer constitutes a danger, the personnel recruited within the framework of the project have been integrated into the Algerian Public Service, thanks to the acceptance of the DGFP to establish the personnel of the project within the framework of civil servants of the Ministry of Culture.

This therefore made it possible to have a staff enjoying security and capable of investing in the actions of the project in the more or less long term.

Related to the development of the Project, its major objective is to ensure that the existence of a national system of cultural parks in Algeria is amenable to an effective management capacity to ensure the conservation of a biodiversity of global importance and the sustainable use of ecosystem services.

To achieve this objective, the Project has focused interventions on two (2) types of fields of action. Some carried out at the central level and dedicated to the extended national system of PCS, others devoted to the sites where the Offices are located.

The fields of action devolved to the extended national system of the PCs, related on the one hand to actions having to ensure the expansion of the national system in a systemic, inclusive and effective way and at the same time to establish in an official way the coordination structure of the network of cultural parks, on the other hand to actions intended to promote the broadening of the base of stakeholders

The fields of action devoted to the sites were intended both to improve the effectiveness of the conservation management of the offices and to reduce the pressures exerted on ecosystems. In this context, actions aimed at strengthening the conservation of flagship species, strengthening the feeling of ownership by the local population and by all local stakeholders through the implementation of collaborative management agreements, and the introduction of other means of subsistence with a view to improving the socio-professional status of the local populations have been programmed

▾ Expected results

The project therefore aims to achieve the following seven (7) results:

- The expansion of the national system of cultural parks manages ecosystems and biodiversity assets in a systematic, inclusive and effective manner
- Public support for cultural parks broadens the base of stakeholders contributing to their conservation and management
- The efficiency of the management of the cultural parks of Tassili N'Ajje and Ahaggar is reinforced
- The conservation of flagship species in the Tassili N'Ajje–Ahaggar region is strengthened.
- Strengthening the sense of ownership by local populations through the implementation of concerted management agreements reduces pressure on ecosystem functions in the cultural parks of Tassili N'Ajje and Ahaggar

- Other livelihoods contribute to reducing pressures on productive ecosystem services and improving the socio-economic status of the priority sites of the two cultural parks.
- Threats and degradation of priority biodiversity conservation sites and Ramsar sites of Tassili N'Ajje and Ahaggar are reduced.

└ Main stakeholders: summary list

The project is implemented in collaboration with a wide range of actors directly related to its objectives, at central and local level (Appendix N°06 Summary list of main stakeholders and role in the project)

└ Theory of change

The intervention of the project in the Algerian context helped to implement, on the development level, a dynamic of change through the elaboration of rational programs based on clearly stated and analyzed assumptions and risks.

As part of such a project, the envisaged theory of change was based on a consultative basis that took into consideration all the stakeholders through their understanding of the expected results of the project. Because, as African wisdom says, “the world of sharing will have to replace the sharing of the world”.

In addition, permanent learning, capacity building, and continuous improvement of the capacities of the actors, from the design to the closure of the project, are encouraged and supported in a sustainable way. This goes directly in the wake and the high level targeting of the change that the GEF and UNDP contributed to through this project, and largely determined the conditions that needed to be met for the desired change in development to occur.

This change therefore essentially consists of a modification of behavior and the way in which the partners, in particular the institutional bodies, have participated in achieving the expected results.

Moreover, if we want to disseminate an ecological culture with the will to introduce change, it is important to have a long-term vision and introduce intersectoral actions which have been innovative forces brought about by this project, in other words, it is necessary to strongly maintain the links already established with the different Ministries of Education, Higher Education and Vocational Training to prepare future generations for this.

Finally, the territorial approach, a decisive element for the governance of these cultural parks extending over several territories, and a key factor for a change of attitude, could probably be put forward more. The Approach favoring the existence of an anchoring in the practices and behaviors of the administration and in accordance with the vision and policy of deconcentration and decentralization of the Algerian State.

Findings

1. Project Development
2. Project Implementation
3. Project Results and Impacts



Gigantic Sand Dune in the Algerian Sahara PCs

"It doesn't matter if the path is long, as long as at the end there is a well"

Touareg proverb

4.1 Strategy: Project Design/Development

DETERMINANT: RELEVANCE OF THE PROJECT

The determinant attached to this section relates to Relevance. This is assessed through the answers given to the evaluative questions relating to the following three (3) criteria:

- Suitability between the project and the problem it proposes to solve
- Consistency between the project objective and local, national and international priorities
- Demonstrated qualification of the defined intervention logic/strategy (logical framework)

Table N°05 Analysis Relevance of the project

QUESTION FINDING/ANSWER	
<p>Adequacy between the project and the problem it proposes to solve</p> <p>Question: To what extent are the problems to which the project aims to provide an answer real and constitute significant challenges?</p>	<p>Rating: 6</p>
<p>Finding/Response: The general problem related to cultural parks relates to their inadequate management by the offices, which does not allow them to constitute an effective buffer against threats to biodiversity and ecosystems. The stakes are significant both for the protection of biodiversity in these territories and for the promotion of local development</p> <p>This project aspires to respond to this problem by proposing to accompany these offices with relevance by providing them with appropriate operational, institutional and systemic capacities in order to enable them to play their role in an effective manner.</p>	
<p>Consistency between the project objective and local, national and international priorities</p> <p>Question: Is the objective of the project in line with the local, national and international priorities (UNDP, GEF, convention on biological diversity and other MEAs) in terms of biodiversity and local development?</p>	<p>Rating: 6</p>
<p>Finding/Response:: The objective of the project relates to the improvement of the management system of cultural parks in Algeria, which aims to guarantee the conservation of biodiversity of global importance and the sustainable use of ecosystem services. It is in line with local priorities due to the investments made by the project and expected by both the offices and the local population. At the national level, this priority was recently affirmed and enshrined in the master plan for archaeological and historical zones, a sectoral planning instrument integrated into the National Territorial Development Plan (SNAT) for the 2030 deadline. On the institutional level, the Ministry of Culture has stated that it aims to make the central Sahara ecosystem a unique territory, whose management would be coordinated. On the international level, the objective of the project corresponds to the strategic priorities of the GEF which proposes to tackle the factors of environmental degradation and to strengthen resilience and adaptation. This objective also corresponds to UNDP priorities and strategies for the country, particularly for access to genetic resources and the equitable sharing of benefits arising from their use. The Project is part of the GEF Local Development Strategic Program (LDSP1)</p> <p>The project is aligned with the Millennium Development Goals (MDGs), in particular with Goal 7, which aims to ensure sustainable environment. For this MDG, the project contributes in particular to achieving target 1, "Integrate the principles of sustainable development into national policies and programs and reverse the current trend of loss of environmental resources.</p> <p>The objective of the project supports the implementation of the Convention on Biological Diversity by meeting its main objectives which are: the conservation and sustainable use of biological diversity which is a common concern of humanity. Algeria has signed this convention since 1992</p>	
<p>Demonstrated qualification of the defined intervention logic/strategy (logical framework)</p> <p>Question: Is the logical framework correctly constructed?</p> <p>Is its content sufficiently coherent and explicit to achieve the expected results and impacts?</p>	<p>Rating: 5</p>
<p>Finding/Response : The architecture of the logical framework is generally correct. It complies with the standards and obeys in its design the standard rules for making such a matrix.</p> <p>The logical framework clearly highlights the correspondence between the problem identified and the strategy developed. Vertically, it presents logical relations of causality and good coherence between the different levels of ends/means formulated (objective/outcome/outputs/fields of action)</p> <p>Horizontally, the headings carrying the columns correctly reflect their interest</p> <p>The content seen from the horizontal angle is to a very large extent approvable. Logical links between the first column and the following columns are checked. However, in a few cases, it contains formulations that contradict the first column Lack of attention: This logical framework does not include elements relating to the extent of the real involvement of partners</p>	
<p>Question:Arethevariousstakeholdersandtargetaudiencesoftheprojectcorrectlyidentified?</p>	
<p>Scoring:6</p>	

Finding/Response: Ministries and other organizations supporting the project both technically and in the context of co-financing are identified on the basis of their activation in the project convergence zone
Local populations and authorities aware of the project's intervention in their area are also correctly identified

Question: Are the indicators practiced correctly established?

Rating:5

Finding/Response: Most of the indicators formulated are considered correct because they are well targeted and have observable effects

However, these indicators are formulated in conjunction with a single target value at the end of the project (deadline).

This approach is justified by the concern to remain in conformity with UNDP/GEF procedures.

An indicator being a variable allowing information to be provided for each of the stages of a project in order to help in good decision-making, in a timely manner, it is advantageous to integrate intermediate indicators, especially for such a long period of the project.

Question: Are the assumptions/risks established and correctly formulated?

Rating:6

Finding/Response : The objective and all the expected results are assigned hypotheses/risks, entered in the column reserved for them in the logical framework (see the analysis of these elements below).

Review of SMART Qualification of Indicators

Objective/ Result	Indicator	SMART criteria				
		specific	measurable	attainable	realistic	temporally defined
Project Objective						
1) Ecological sustainability	1/ The implementing decrees of Law 98-04 determine the procedures for examining the General Development Plans (PGA) of Algerian PCs.	X	X	X	X	At the Project's end
2) Institutional sustainability.	2/ A dedicated structure, in charge of the management of the national system of Algerian cultural parks, is established.	X	X	X	X	At the Project's End
3) Socio-cultural sustainability.	3/ The extracurricular tools adopted in the wilayas concerned integrate traditional knowledge, particularly in terms of ecological knowledge.	X	X	X	X	At the Project's End
Résultat 1	4) Rating by the UNDP/GEF assessment tool of the capacities of the national system of cultural parks.	X	X	X	X	At the Project's End
	5) Rating by the UNDP/GEF assessment tool of the capacities of the national system of cultural parks.	X	X	X	X	At the Project's End
Résultat 2	6) Level of dissemination of the concept of cultural parks to the target public, measured by a system of periodic surveys.	X	X	X	X	At the Project's End
Résultat 3	7) Management Effectiveness Tracking Tool (ISEG) Rating.	X	X	X	X	At the Project's End
Résultat 4	8) The distribution and density of flagship species is maintained or increased at priority sites.	X	X	X	X	At the Project's End
Résultat 5	9) Frequency of poaching in priority sites (number of findings decreases by 50%).	X	X	X	X	At the Project's End
	10) The density of woody cover is maintained or increased at priority sites.	X	X	X	X	At the Project's End
	11) Quantitative values are established for the main parameters relating to the water quality of Ramsar sites	X	X	X	X	At the Project's End
Résultat 6	12) KM agreements are concluded and implemented covering at least 6 priority sites.	X	X	X	X	At the Project's End

	13) The number of proposals included in the management agreements, coming from women, doubles.	X	X	X	X	At the Project's End
	14) Traditional ecological knowledge on adaptation to climate change is codified and capitalized within the framework of the KM agreements concluded.	X	X	X	X	At the Project's End
Résultat 7	16) The funds allocated are effectively mobilized for the implementation of the eligible actions.	X	X	X	X	At the Project's End
	17) At least 50% of approved tourist agencies adopt and implement the sustainable tourism charter.	X	X	X	X	At the Project's End
Findings: X means Qualified						
a) The indicators formulated obey the SMART criteria						
b) All the indicators are temporally defined only for the end of the project. Absence of intermediate indicators						

Assumptions and Risks Analysis

Thirteen (13) hypotheses/Risks have been identified in the Revised Logical Framework, which are presented in the table below. In the logical framework but which seemed important to them to follow were integrated into the monitoring

In the context of the project, the hypothesis is a necessary condition that will allow the effective achievement of the objective or result.

Risk is defined as an uncertain threat which, if it occurs, could adversely affect the achievement of the objective or outcome.

Its rating in the table below describes the degree of its current importance (30.01.2022) and obeys the following meaning: 0: Risk lifted (no risk) the hypothesis has become effective; 1: Minor risk (the hypothesis will be realized in the very near future); 2: Medium risk (the signals for lifting the risk in the short term are not obvious); 3: High risk (the hypothesis will be difficult to achieve)

Table N° 06: Assumptions/Project Risks Analysis

Objective/Result/Target Value	Hypothesis	Risk Rating	Likely effect on continued development project achievements
Project objective: The management system of cultural parks in Algeria aims to ensure the conservation of globally significant biodiversity, and the sustainable use of ecosystem services			
Indicator1 Ecological sustainability	1- 1- The Sports Legal Texts on the layout plans of PCs are adopted	0	Positive
Indicator 2 Institutional sustainability.	2- 2- The regulatory texts concerning the creation of the central structure are adopted and staff recruited are permanent. Staff recruited are permanent.	0	Positive
Indicator3 Socio-cultural sustainability	3- 3- The competent authorities and the education services collaborate in carrying out the project	0	Positive
Result 1: The national system of broad cultural parks ensures the management of ecosystems and biodiversity resources in a systematized, inclusive and effective manner.			
Indicator 4 UNDP/GEF assessment tool rating System capacity	4- 4- Sufficient human, technical and financial resources are mobilized to manage the national system of cultural parks.	0	Positive
Indicator 5 UNDP/GEF Financial Sustainability Assessment Tool Rating	5- 5- The government's current commitments in terms of funding cultural parks are maintained and strengthened.	0	Positive
Result 2: Public support for cultural parks broadens the base of stakeholders involved in the management and conservation of cultural parks.			
Indicator 6 Level of dissemination of the concept of cultural parks to the target	6- The IEC strategy is adapted to the profiles of the target groups and implemented professionally and	0	Positive

public, measured by a system of periodic surveys	within the time limit		
Result 3: The effectiveness of management is improved in the cultural parks of Tassili N'Ajje and Ahaggar			
Indicator 7 Rating of the Management Effectiveness Monitoring Instrument (ISEG).	7- Sufficient human, technical and financial resources are mobilized Permanence of recruited staff	0	Positive
Result 4: The conservation of flagship species is improved in the Tassili N'Ajjer/Ahaggar region .			
Indicator 8 Cheetah population distribution and density of main prey species	8- Strategic Collaboration With National and International Scientific Partners is strengthened.	0	Positive
Result 5: Threats and degradation of priority biodiversity conservation sites and Ramsar sites are reduced in the cultural parks of Tassili N'Ajje and Ahaggar			
Indicator 9 Frequency of poaching in priority sites decreases by 50%	9- The main users of resources and other key actors are actively mobilized and motivated thanks to reinforced support from the authorities of the cultural parks.	0	Positive
Indicator 10 The density of woody cover is maintained or increased at priority sites			
Indicator 11 Quantitative values are established for key water quality parameters at Ramsar sites			
Result 6: Active participation of local populations, through collaborative management agreements, reduces the pressure exerted on the functions of the ecosystem in the cultural parks of Tassili N'Ajjer and Ahaggar			
Indicator 12 Number of Collaborative Management (CM) agreements concluded	10- KM agreements are formalized, mobilizing resource users and other key stakeholders	0	Positive
Indicator 13 The number of proposals integrated into management agreements, coming from women, doubles.			
Indicator 14 Traditional ecological knowledge in terms of adaptation to climate change is codified and capitalized within the framework of the GC agreements concluded.	11- The priority actions defined on the basis of traditional ecological knowledge are implemented.	0	Positive
Result 7: The implementation of alternative strategies aimed at protecting sustainable livelihood systems contributes to reducing pressures on productive ecosystem services and improving the socio-economic situation in the priority sites of the two cultural parks			
Indicator 15 The funds allocated are effectively mobilized for the implementation of eligible actions.	12- Strategic partnership between the MAC, the other sectors and the wilayas and joint programming of eco-development activities and the fight against land degradation, is effective	0	Positive
Indicator 16 At least 50% of accredited tourist agencies adopt and implement the sustainable tourism charter	13- Significant Resumption of Tourist Activities in Cultural Parks	2	Many recent multi-target initiatives have been carried out by the project for the sustainable promotion of national tourism in particular, making the short-term medium risk of resumption of tourist activities in the PCs

The analysis of the tables above allows us to comment on the design of this project and to draw the necessary lessons. This project, as reported in the Prodoc, is part of the overall objective, announced by Algeria, to improve the implementation by national institutions of development strategies and national plans related to environmental sustainability, by adopting an intersectorial approach and relying on a partnership with civil society.

Regarding cultural parks, this objective was included in Law No. 11-02 of February 17, 2011 relating to protected areas, which defined PAs and included PCs in the nomenclature of Algerian PAs.

➤ Conclusion Strategy and Relevance of the Project

The strategy adopted by this project is correctly identified through the logical framework built for this purpose. This reveals to us that its architecture is valid, due to its scrupulous layout. The design of the project generally complies with the standards, rules and guiding principles of project planning. We also consider its relevance as valid, both in terms of the adequacy between the project and the problem it proposes to solve, and in terms of the concordance between the objective of the project and the local, national and international priorities.

Regarding the qualification of its content, the various stakeholders and target audiences of the project are correctly identified, The indicators used and the hypotheses/risks formulated are on the whole correctly established. risks

Thus, the strategy developed by the project shows many logical links between the entire hierarchy of objectives (Project Objective/Outcome and Expected Outputs) reflecting its internal consistency.

Overall, the content of this logical framework is sufficiently clear, explicit and coherent to achieve, in almost all cases, the expected results and expected impacts. The formulation of intermediate indicators as well as those specific to the partnership would probably remain points to be changed. The almost complete lifting of all the risks formulated initially makes it moreover without blocking restriction, a situation which has the probable effect of the continuous development of the achievements of the Project in the near future.

Referring to these facts, and despite the few very minor imperfections reported at the level of the construction of the logical framework, we can attest unequivocally to the accuracy of the design/development of the project and by corollary to the relevance of the strategy developed.

In addition, this logical framework as designed, clearly reflects the integrating idea of its initiators, to associate the conservation of biodiversity and the eco-development of local populations. Indeed, we explicitly perceive this strategic approach.

└ Lessons learned Strategy and relevance of the Project

Regarding the construction of the logical framework, four (4) main aspects can be the subject of lessons learned:

a) The consistency of a logical framework is to be checked through the (direct) logical links which must link each heading both vertically and horizontally. It is important to check the logical links horizontally between the first column and the other columns in order to determine if the latter are correct

b) The addition of a risk level (high, medium, low) checked at regular intervals, as undertaken by the DNP monitoring service, is a very advantageous initiative, which should certainly be promoted

c) The formulation of an indicator is not an end in itself. An indicator is a variable that provides information for each of the stages of a project in order to help good decision-making in a timely manner and not to wait for the end of project deadline. There is a need to integrate intermediate indicators to be checked at preferred dates, especially when the project period is quite long. These intermediate indicators can be included in the logical framework or more conveniently in the annual operational plans

d) In the context where many multi-stakeholder partners are involved in carrying out a project or when the gender concept is strongly included in the project's activities, it is appropriate to develop specific indicators for these two elements in order to be able to monitor and regularly evaluate, throughout the project execution, their real involvement and take the decisions that arise. impose in due time

Regarding the strategic approach defined, combining the conservation of biodiversity and the eco-development of indigenous populations, this is a combination that is capable of bringing to fruition the results of a project on this theme, because it integrates the interests, visions and knowledge of local inhabitants. These taken into consideration in an active and not passive way will surely invest in the project and in the long term, with much more conviction.

└ 4.2 Project implementation Adaptive Management

This project is characterized, both through its design and during its execution, by an original approach from two points of view:

- The collaborative and intersectorial applied management method, focused on the consultation of the various actors
- Its ability to adapt to the balance of three-dimensional combination between the conservation of biodiversity, the consideration of cultural heritage and eco-development for the benefit of the populations living in these territories

Indeed, the strategy of this project, as conceived, clearly highlights the idea of the possible unification of these three elements which appear at first glance to be divergent. The initiators of this project have grasped the importance of the issue of collaboration and the support of the indigenous population to ensure the sustainability of biodiversity in these immense spaces.

In this sense, the adopted approach of adaptive management was already manifested from the beginning of the project by the decision to revise the logical framework, in order to take advantage of the lessons learned from the first project and to better adapt it to the realities of the context, taking into consideration the local tangible and intangible heritage as well as the needs of native social groups.

The inclusion in the revised logical framework of socio-cultural sustainability as one of the main indicators of the project's success is one of the examples of this search for balance and consideration of the necessary cooperation with these populations.

When the project advocates the principle of synergy and calls on all complementary goodwill, specialists in a given field or non-specialists, and with dimensions of consultation and intersectorial collaboration, we find the application of this notion of adaptive management in countless activities carried out by the project.

The initial action plans are reviewed on the tactical level with all the potential stakeholders in the action. This leads to the identification and validation of adaptive scenarios, specific to the context and the local culture, which sometimes go beyond the commonly used normality. (Minutes of meetings and half-yearly reports)

Cases of this order are multiple where adaptive management is applied, such as:

- Implementation of the biodiversity monitoring system where the project called on local shepherdesses, who were trained in photography techniques and who work in the field, becoming permanent collectors of biodiversity data
- Adaptation of the GIS architecture, to integrate information and data on cultural services
- Conducting specific training sessions addressing the needs of the local communities benefiting from the project, not initially planned
- The project's broader approach to ecosystem services
- The adaptive management deployed favoring national tourism, making it possible to circumvent the constraints linked to the absence of foreign tourists
- The refocusing of certain activities carried out half-yearly

Many other examples can be related concerning this adaptive management carried out by the project and where the results are conclusive.

▾ Conclusion Adaptive management

The very numerous cases of application of adaptive management by this project show that it has not remained static in the face of the situations encountered, but has developed a dynamic of adaptation to the specific conditions of these territories. He has shown his ability to adapt and respond effectively to dynamics and uncertainties and make the necessary adjustments in response to new information or changes in context. This approach enabled the DNP team and that of the offices to adjust their practice in the direction of continuous improvement of their interventions, while benefiting from obvious learning, both from the specialists in the subject considered and from the locals who inherited transcendent knowledge.

▾ Lessons learned Adaptive management

The initial planning of the fields of action of a project must not be a static tool, it must evolve at the rhythm of the reality of the situations encountered. In this sense, the adaptive management approach, based on specific local conditions and on the dynamics of the community, leaves room for the unexpected and integrates the identification of alternative management scenarios.

▾ Collaborative Management (CM) and Partnership Agreements

The dynamic around CG agreements, already developed during the first phase of the project (2005-2009) was relaunched in this project, which enriched it from 2015, with the establishment of a multi-actors at the priority sites of the Ahaggar PC, the Tassili N'Ajjere PC in 2021, the Tindouf PC. CG agreements for some of them were diligently signed, formalized and monitoring committees were set up. Pilot actions were identified to support the implementation of these agreements.

In this respect, the populations established in the territory of the Tassili N'Ajje CP will benefit from 48 solar kits, 7 solar pumps for collective wells, 10 grinders and 200 goats, 40 camels, 28 tents for nomads, the creation and

equipment of a tannery and sewing workshop as well as the establishment of a production unit for heritage-inspired souvenirs World of Tassili N'Ajjer

Those located on the territory of the CP of Ahagga have benefited from 48 solar kits, 8 solar pumps, 14 grinders, 200 goats, 40 camels, 28 tents for nomads, 10 cameras for monitoring biodiversity, the creation and equipment of two sewing workshops and a workshop traditional craftsmanship

Considering the impact of this concept on the surrounding populations to be essential, the project quickly called on external expertise to provide a regular support and advisory service in terms of collaborative management. With a view to encouraging inter sectorial collaboration in this system of KM agreements, KM charters have been signed with the local administrative partners as well as with the Regional Directorates of the various ministries activating in these areas. In particular the PAPCs of Tamanrasset, Tazrouk, Idelès, the environment departments, water resources, INRF, agriculture, forest conservation, the department of social affairs and even tourism. Thus, several local partners have been involved in this process.

Training and learning-by-action sessions were also conducted for the benefit of the monitoring committees with a view to strengthening their intervention capacities.

This approach, hitherto limited to two (2) PCs, Tassili N'Ajje and Ahaggar, was extended in 2021 to Tindouf and Atlas saharian PCs

To support the implementation of these new agreements, pilot actions were identified. Two weaving and sewing workshops for the benefit of 28 craftswomen have been installed and equipped in Oum Lassel and Tindouf. Structures that we only had the opportunity to visit during our field mission

└ Conclusion Collaborative management

The project managers quickly grasped the importance of applying this concept of collaborative management in their interventions with local populations, in order to be able to apply the principle of nature/culture in the monitoring and protection of biodiversity in these immense isolated areas.

Taking into account the very specific elements of the life of these populations was an inevitable prerequisite. Without their collaboration and support, the project would have very limited future prospects. Adopting this truth, the project began relatively early in its cycle to carry out economic recovery actions for the benefit of these populations.

The approach pursued was to first establish collaborative management agreements signed between the parties in order to give credibility to these actions and try to acquire a strong commitment from the beneficiaries. This first step is quite suitable in our view, both in its procedures and in the nature of the products supplied by the project (solar electrification, solar pumps for wells, crushers and livestock)

The second step was to involve the actors of the different sectors active in these areas as support for the joint validation of these so-called pilot projects and to monitor their effective implementation. This process of bringing together skills from different sectors to collaborate in the direction of achieving a common objective has been very successful, due to its singularity of shaking up the established habits of solo work, dictated in the past by its supervision. The people from different organizations met during our field visits showed a great majority of pride in this unique way of tackling together with other sectors an issue that concerns their common region.

└ Lessons Learned Collaborative Management

The application of such a process drawn from the experience of intervention in the field in collaborative management is exemplary, rewarding for the beneficiaries and rewarding for the agents of the various organizations involved in the realization of this project.

This consisted of temporarily having several actors work together, with different skills, towards a common objective, without any hierarchical link existing between them and having the possibility of interacting outside of structured working relationships. This way of working has become not only allowed but encouraged by their hierarchy

This approach promotes transversality between actors from different backgrounds as well as permissiveness. This has thus made it possible to observe a fundamental change in the perception of the agents of the various organizations involved as to the advantages that can be drawn from collective work.

It is assumed that it took a lot of diplomacy and influence on the part of the project to bring about this change in working concept.

It remains to ensure that this new working vision lasts beyond the end of the project, because it is essential to maintain it in order to have a positive influence on the protection and monitoring of biodiversity in these territories

The legitimate question to ask is "Is this new vision of work sufficiently anchored in the spirit of the external services to ensure its replicability in the future or should we further consolidate this cohesion? It is on these last two points that we propose to address our recommendations.

Recommendations Collaborative management

The application of this model of approach in collaborative management is unequivocal. Its replicability is assured. However, we would gain in making it more pragmatic by permanently consolidating the cohesion of the teams created within the framework of collaborative management, even after the end of the project, between the different sectors involved in collaborative management and by corollary in the protection and monitoring of biodiversity.

To obtain a change in attitudes in favor of collaborative management by agents external to the project, an awareness-raising exercise in favor of this new vision of work and development of team spirit is essential. This is supplemented by interventions with decision-makers

Finally, the efficiency and the quality of the work accomplished by the multi-actors are very important success criteria to be aware of. Its integration into future projects specific to biodiversity is very useful

4.2.3 FINANCING AND CO-FINANCING OF THE PROJECT

Financial Terms

It is stipulated in the project's Prodoc that the funding request submitted to the GEF mainly concerns technical assistance, with investments envisaged for the implementation of the collaborative management agreements, defined during the first phase (2005-2009).

The technical assistance envisaged related to capacity development at the system and site level, and to ensure the integration of sustainable land and biodiversity management practices into the overall management of cultural parks in Algeria.

As for support for investments, this will provide catalytic funding that will make it possible to initiate and implement support projects at the level of users and beneficiaries, defined within the framework of the collaborative management agreements finalized during the first phase of the project.

GEF funding will be supplemented by UNDP funding for technical assistance and the Algerian government will finance investments and operational objectives, which will cover equipment and infrastructure costs.

This type of financial terms envisaged, was respected by both sides of the three financial partners

Funds allocated by the three (3) partners (PRODOC)

Project Financial Partners	Budget global unit (US\$)
GEF	5,387,142
UNDP	522,858
Budget managed by UNDP	5,910,100
Government (co-financing)	20,803,052
Total	26,713,152

Cost/Effectiveness

Given the size of the targeted areas in the five (5) Cultural Parks (1,042,577 km²), the overall funding envisaged amounts to US\$25.62 per km² and is distributed as follows:

Financial Partners	GEF	UNDP	GOUVERNEMENT	Total/Km ²
Financing /Km ²	5,17	0,50	19,95	25,62

Cost and Added Value

The cost/added value ratio, expressed in impacts on biodiversity and ecosystem services, is considered to be maximized by the multiple contributions expected and obtained from the project, both in

investments linked to the improvement of the conservation of biodiversity of global interest over such a vast area of intervention, and in the establishment of effective management of a national system of cultural parks combining nature/culture, with approaches oriented ecosystems and local populations. Indeed, the products expected and obtained by the very numerous project have a very positive impact on the future of the management of the PCs and beyond globally on the biodiversity of these territories. The form of value provided by this project, which is difficult to measure immediately, undoubtedly justifies the cost of this project, in terms of environmental and societal value.

Management arrangements

The project is executed by the Ministry of Culture of the Democratic and People's Republic of Algeria, through a National Project Directorate (DNP), according to the UNDP guidelines for nationally executed projects (NIM) and in accordance with the rules and procedures of UNDP programs and operations and the principles of results-based management, as stipulated in the basic agreement signed between UNDP and the Ministry of Foreign Affairs on July 20, 197.

Project financial management

The Ministry of Culture has, as agreed with the UNDP, full control over the program and therefore over expenditure. UNDP disbursing from requisition through disbursement without cash transfer.

Funding Modalities

The financing modalities agreed in the prodoc are all respected by the implementing partner (MCA), both in terms of the certification of expenditures in accordance with approved budgets and work plans, and in terms of project coordination and the results obtained. All project accounting is made available to UNDP in real time.

UNDP as implementing partner is involved in all programming, monitoring and budgeting activities. it is informed in real time of the progress of all project activities and monitors the project on behalf of the GEF, as the implementing agency.

The total UNDP/GEF funds consumed from the start of the project until 31 December 2021 are estimated at (US\$) 5,664,952, corresponding to 96% of the overall project budget. A balance of approximately (US \$) 264,988 remains to cover outstanding charges from January at the close of April 2022

Fig N° 02 Temporal trajectory of credits (UNDP/GEF) consumed by main component

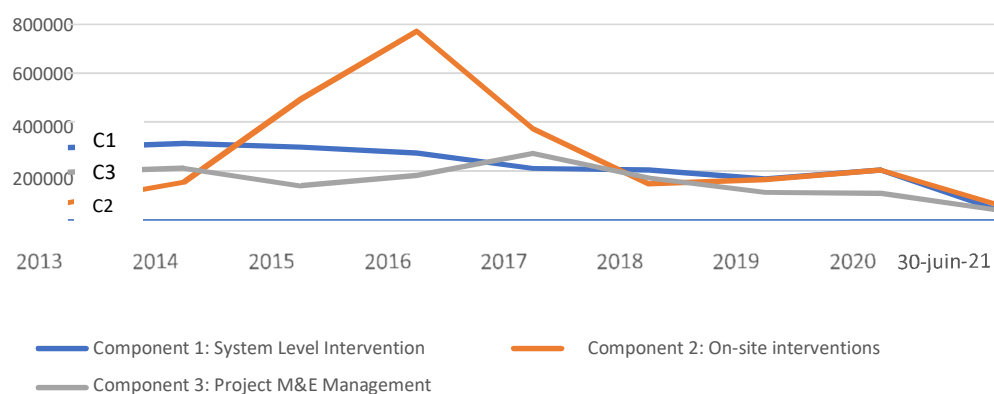
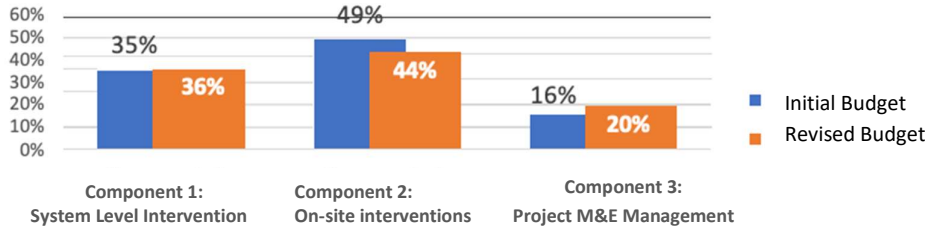


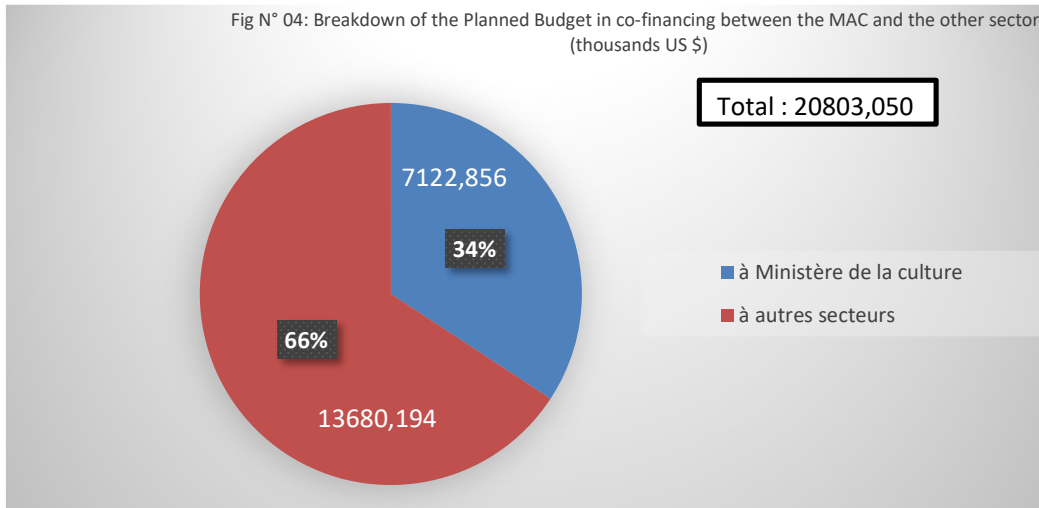
Fig N° 03 Position of the three main components of the Project in the



Project Co-Financing

The financial commitments of the Algerian government within the framework of the co-financing of the PPCA was at the formulation of the project of 20,803,052 US\$ and distributed as follows:

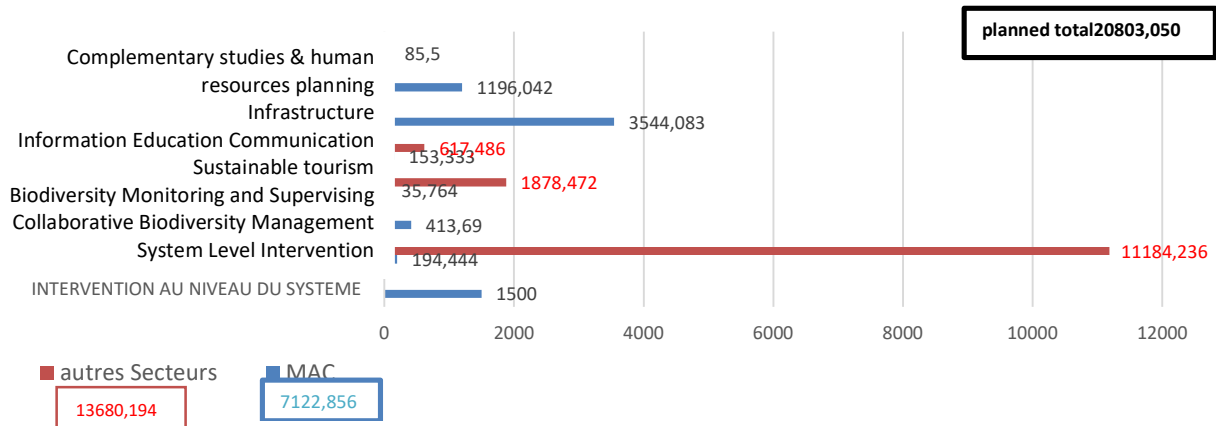
Fig N° 04: Breakdown of the Planned Budget in co-financing between the MAC and the other sectors (thousands US \$)



The budget planned in co-financing in the Prodoc was reserved for expenditure of the order of 1/3 directly by the Ministry of Culture and 2/3 by the other sectors

Graph No. 05 below provides information on the headings falling to the Ministry of Culture and those falling to the other sectors (the latter only having to intervene on three (3) headings indicated in red)

Fig N° 05: Headings for MAC and other Sectors in PRODOC co-financing (US\$ thousand)



Observation: All the data used in this analysis are raw data collected from a study on the co-financing of the PPCA, carried out in May-June 2021 by Professor at the Ferhat Abbas University of Sétif (Algeria) M.Abdelmadjid DJENANE, on behalf of DNP/MCA.

Referring to these data collected from the cited study, it appears (Table No. 7) that the overall amount mobilized by the Algerian government for all items for the benefit of the two parks (Tassili N'Ajjer and Ahaggar) is US\$477,518,000. \$. The total amount consumed at the end of 2020 was US\$236,581,000, of which US\$186,218,000 during the 2014-2020 period,

The amount remaining to be spent from 2021 thus amounts to US\$240,937,000, i.e. nearly 50% of the initial monetary envelope mobilized

The adopted nomenclature is made up of seven (7) major headings listed in Table No. 07 below:

General situation as of 1.1.2021

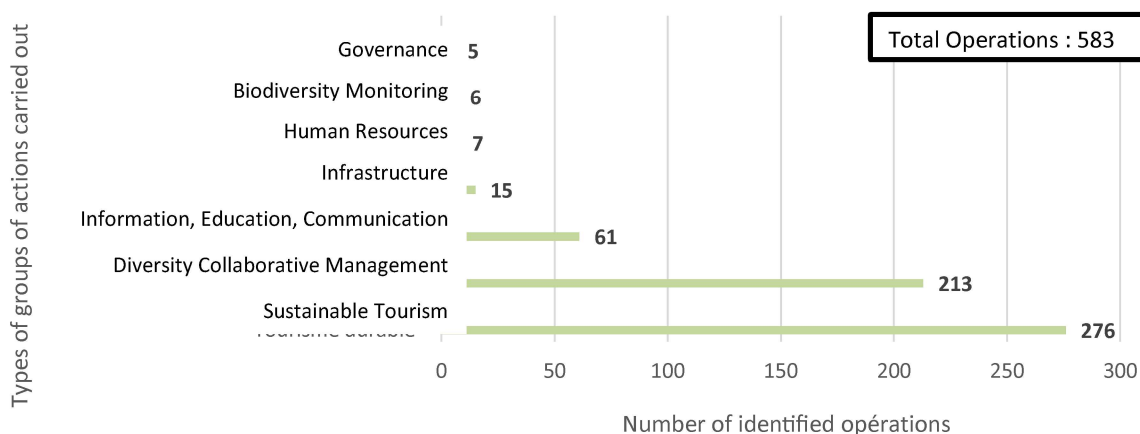
Table N°07 Budget envelopes mobilized and consumed by heading (US\$ thousands)

CO-FINANCING HEADING	Amount mobilized By the Algerian Government	Amount consumed at the end of 2020	Still to consume from 1.1.2021
Collaborative Biodiversity Management	169045,56	78705,17	90340,39
Biodiversity Monitoring	8118,34	3635,56	4482,78
Sustainable tourism	201043,48	98723,12	102320,37
Information, Education, Communication	42736,52	17994,81	24741,71
Infrastructure	7572,06	3923,99	3648,07
Human ressources	1460,39	1387,40	73,00
Governance	47541,23	32210,84	15330,39
Total	477517,60	236580,89	240936,71

The amount remaining to be used in co-financing from 2021 corresponds to 50% of the amount initially mobilized

Concerning the number of operations planned to be carried out across the seven (7) headings, this reaches a total number of 583, which breaks down as follows:

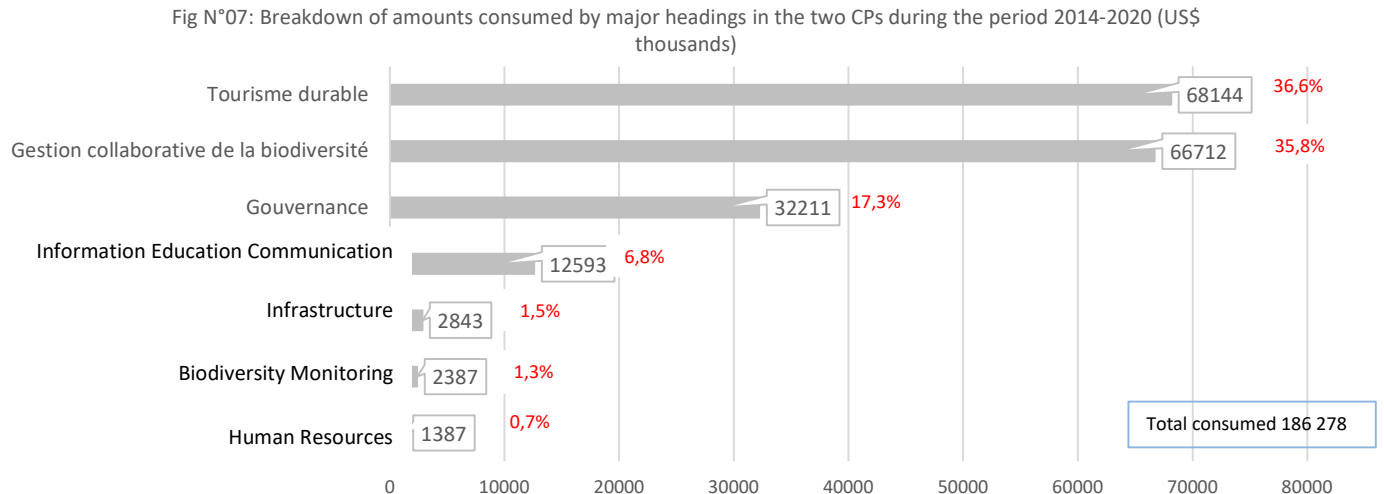
Fig N° 06: Breakdown of identified operations of the Tassili n'Ajjer and Ahaggar PPCA by type of group of actions carried out with Algerian co-financing



The number of co-financing operations to be carried out is indicated under each heading. There is a prominence of those related to sustainable tourism, collaborative management and information, education and communication

Specific statement of amounts consumed during the project period (2014-2020)

The examination of the realization of the expenses within the framework of the co-financing carried out during the period considered, we observe (graph N ° 7), that the appropriations consumed in the two (2) parks of Tassili N'Ajje and Ahaggard alone during this period amount to 186,278,000 US\$



This graph above (Fig N°07) makes it possible to distinguish the destination of the funds allocated in co-financing. These focus on two main headings, sustainable tourism and collaborative management of biodiversity, which together account for nearly 3/4 of the funds consumed since the effective launch of the project in 2014.

Governance coming in third position with a rate of 17% reveals that this section is significant. This includes the salary expenses of the UGC, those of the staff of the two offices as well as their operating expenses. The Information, communication education section with a rate of 7% is relatively modest compared to the investments of the first two sections but remains substantial in relation to the objectives assigned to it.

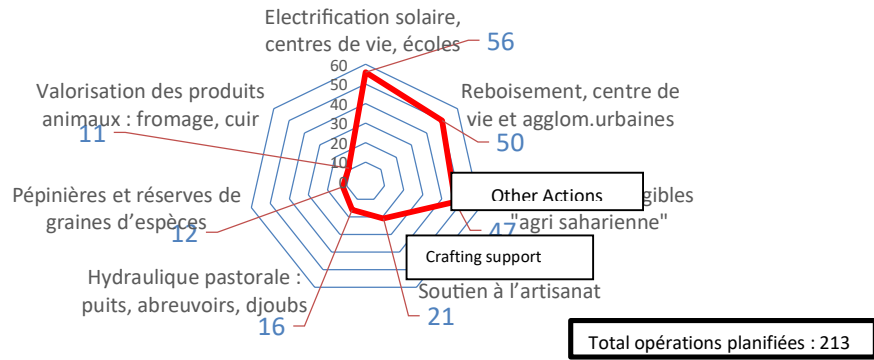
The relative that seems poor to us in this co-financing (1.3%) is that corresponding to the monitoring of biodiversity in the ecosystem of the Algerian central Sahara, which constitutes one of the main world sites for the conservation of the biotic area of the desert and moreover, extended over a very vast territory which is around twice as much as a country like metropolitan France.

Given the current title of the section linked to this concept and the low rate of funding allocated to it, relating exclusively to the acquisition of vehicles and the animal park, it is logical to understand that this concept of "biodiversity monitoring" was probably not fully ensured within the framework of the co-financing from which the project benefits, but rather by the funds made available by the GEF during the period of implementation of the project.

Se rapportant à la rubrique « Gestion collaborative de la biodiversité », qui est intimement lié au projet, celle-ci rattache sept (7) sous rubriques dont la typologie et le nombre des opérations planifiées sont rapportées dans le graphe ci-après

Other Actions

Fig N° 08 Typologie et nombre des opérations planifiées dans la rubrique Gestion collaborative de la Biodiversité dans les deux (2) PC de Tassili N'Ajjer et l'Ahaggar pour la période 2014-2020



It can be seen that all the sub-headings are the subject of planned operations and that those related to solar electrification, reforestation and Saharan agriculture present a greater number of operations.

Update of the co-financing table provided for in the Prodoc for the other sectors not including the MAC0

Table 08 update of co-financing headings	US\$ Prodoc provisional fund for other sectors	Consumed Fund US\$ By other sectors
1 Pastoral Hydraulics: wells, drinking troughs, djoubs	2918611	1057275
2 Valorisation of animal products: cheese, cooked	900000	1365074
3 Solar Electrification, community centres, schools	2605000	1291965
4 Reforestation, center of life and agglomeration. Urban	883333	30975389
5 Species Nurseries And Seed Reserves	458333	9154812
6 Crafting Support	800903	809633
7 Other Eligible Actions To Be Identified	1506944	22058183
8.Medicinal Fodder Plants	1111111	N.D
9. Sustainable tourism	1878472	68144419
10. Information, education, communication	617486	12592978
Total	13.680.694	147.449.729

The data relating to the provisional fund are taken from the Prodoc. The data relating to the consumed fund is collected from the study on the co-financing of the PPCA, carried out in May-June 2021

The table above reveals that overall, the amounts consumed in co-financing by the other sectors were more than 10 times higher than the forecasts formulated in the Prodoc

The graph below (fig N°09) indicates that this significant gap is due to an exponential increase during the considered period of five (5) headings, mainly those related to reforestation, nurseries, Saharan agriculture (other eligible actions), sustainable tourism and information, education, communication

Fig N°09 US \$ monetary mass planned and consumed in co-financing during the Project period (2014-2020)

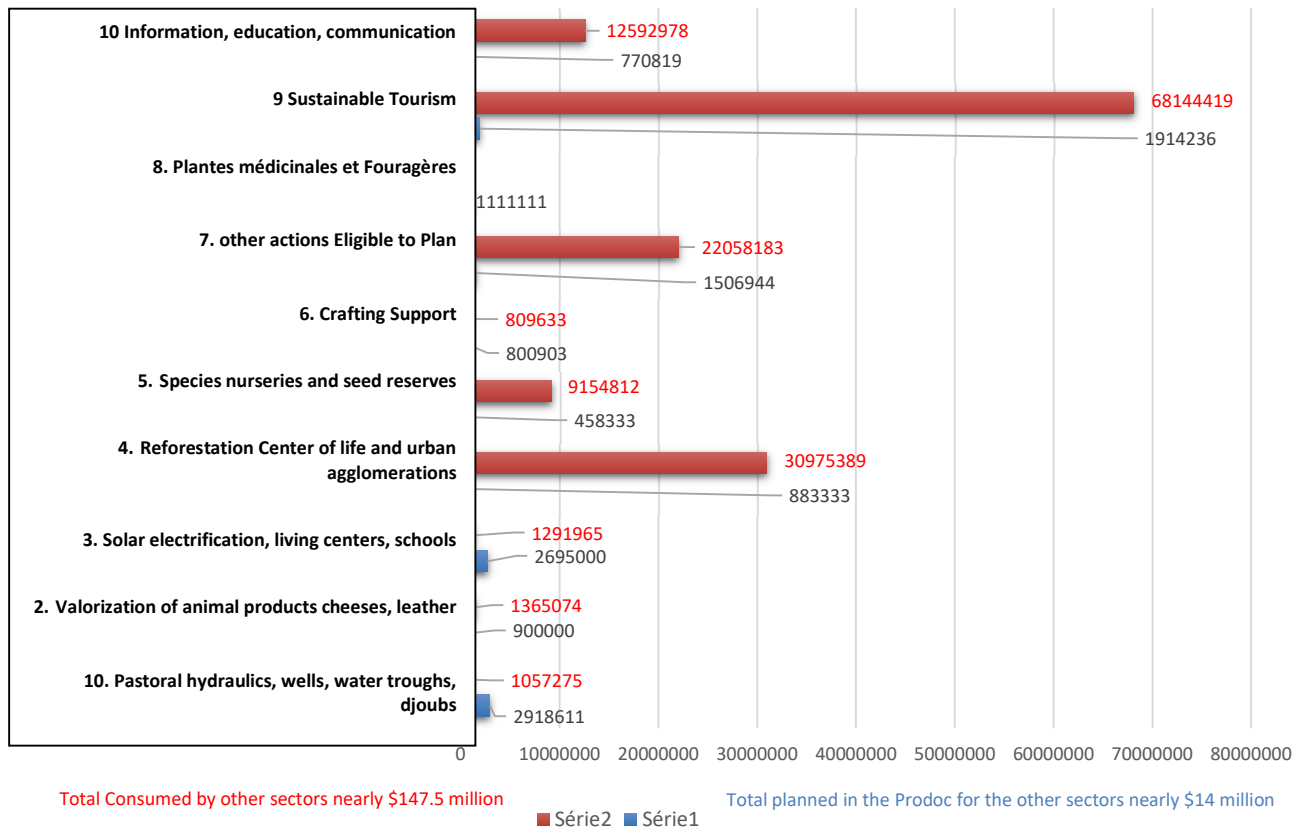
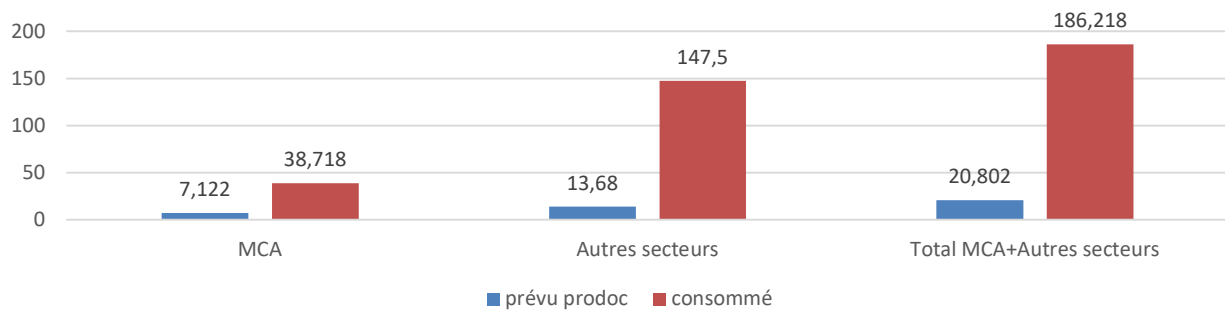


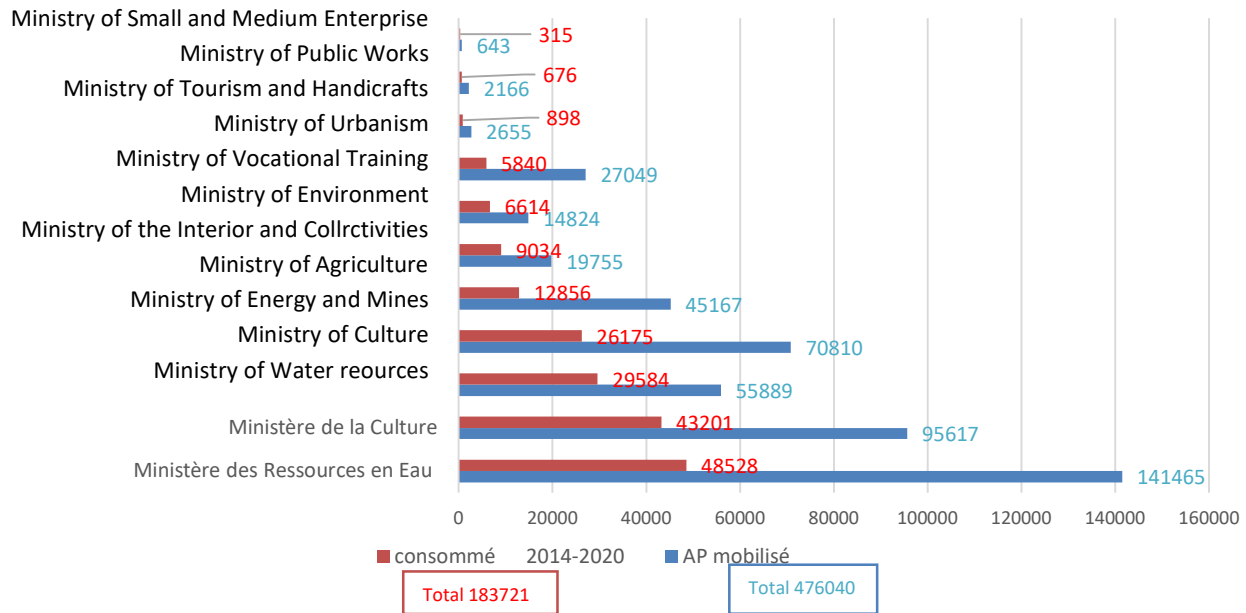
fig N° 10 Synthesis Co-financing Planned Prodop/Concrete consumption Period 2014-2020 (thousands US \$)



Partners involved in financing

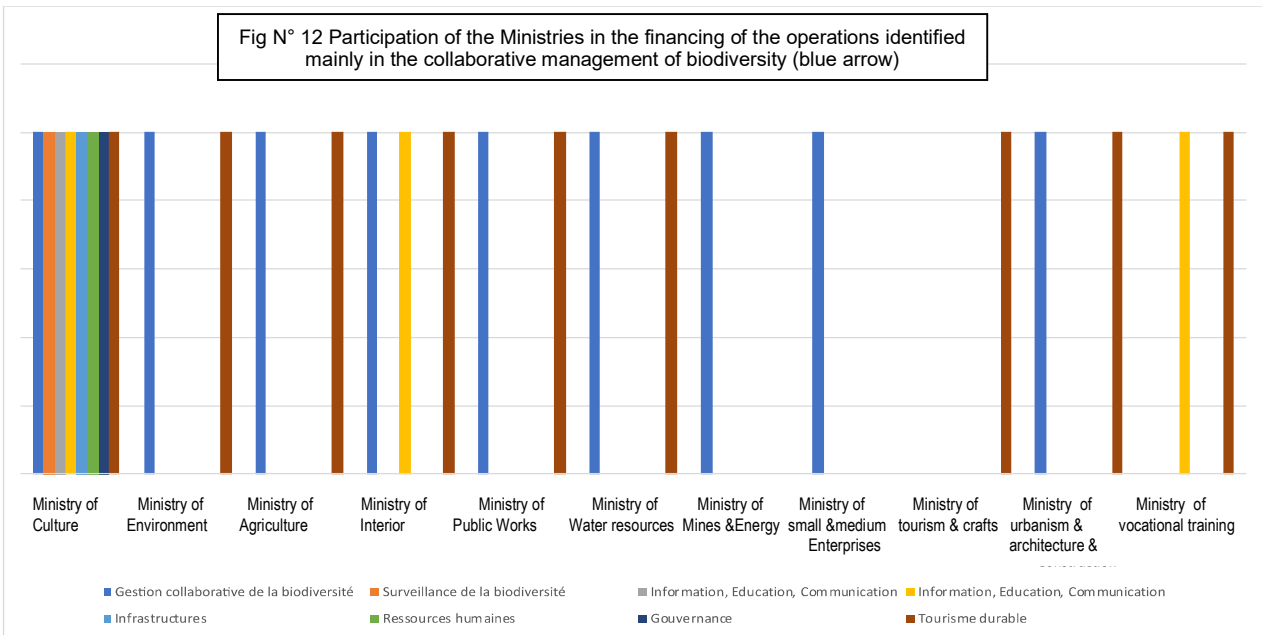
Total 183721

Fig N°11 : Total 476040 masse monétaire mobilisée/consommée, toutes rubriques confondues par les différents ministères, y compris le MCA Période 2014-2020 (milliers US \$)



The involvement of these various ministries in the “collaborative management of biodiversity” section is illustrated in blue in figure No. 12 below, which shows this reality

Fig N° 12 Participation of the Ministries in the financing of the operations identified mainly in the collaborative management of biodiversity (blue arrow)



Conclusion Financing and Co-Financing of the Project

The type of financial arrangements envisaged within the framework of this project were respected by both sides of the three partners GEF, UNDP, Algerian Government

The recalculated cost-effectiveness ratio in relation to all financing during the project period 2014-2021 is US\$ at 25.62/Km2.

As for the cost/added value ratio, it is considered to be maximized by the multiple contributions of the project, both to investments linked to the improvement of the conservation of biodiversity of global interest and to the effective management of a national system of cultural parks combining nature/ culture. Indeed, the products expected and obtained by the very numerous project have a very positive impact on the future of the management of the PCs and beyond globally on the biodiversity of these territories. The form of value provided by this project, which is difficult to measure immediately, undoubtedly justifies the cost of this project, in terms of environmental and societal value.

The management arrangements granting control of NIM expenditure to the local partner, the Ministry of Culture, enabled this project to deal with the complexities on the ground with much more efficiency, according to the words of a UNDP official.

The agreed funding terms are all adhered to by the Implementing Partner (MCA). All project accounting is made available to UNDP in real time, which is also informed in real time of the progress of all project activities.

The funds made available by the UNDP/GE have benefited to the tune of 44% for the interventions carried out on the sites, 31% for the interventions carried out on the system and 25% for those concerning management

The remaining balance of the GEF/UNDP financing at 31.12.2021 is of the order of (US\$) 265,000, intended to cover operational costs from January 2022 to the end of April 2022

The overall examination of the realization of the expenses within the framework of the co-financing, reveals that the credits consumed in the only two (2) parks of Tassili N'Ajjer and Ahaggar during the period 2014-2021, amount all headings combined, to 186.278.000US

The destination of the funds allocated in co-financing, focus on two main headings, sustainable tourism and the collaborative management of biodiversity, which monopolize between them, almost at a similar level, nearly 3/4 of the funds consumed since the effective launch of the project in 2014. The exponential development of afforestation and Saharan agriculture during this period justify the very high level of consumption of funds for the section linked to the collaborative management of biodiversity

La gouvernance venant en troisième position avec un taux de 17% dévoile que cette rubrique est aussi marquante. L'apparent qui paraît pauvre dans ce cofinancement (1,28%) est celui qui correspond à la surveillance de la biodiversité dans l'écosystème du Sahara central Algérien, bien que cette rubrique est d'une importance capitale et très exigeante en ressources humaines et financières. L'on peut saisir toutefois, que ce faible taux est compréhensible, du fait que deux éléments ont concouru à cette situation, à savoir que cette rubrique a un niveau du budget des offices restreint à deux (2) paramètres liés tous les deux à la logistique transport, ce qui a eu pour effet de devoir faire appel au financement du UNDP/GEF pour assurer la prise en charge des autres paramètres liés aux ressources humaines et aux dépenses subsidiaires

THE REVISION BY THE OFFICES OF THIS SECTION WITH A TITLE TAKING INTO ACCOUNT THE REQUIREMENTS RELATED TO THIS CONCEPT OF BIODIVERSITY MONITORING, WITH ADEQUATE LEVELS OF FINANCING, REMAINS A CHALLENGE FOR THE FUTURE

Environmental education, for its part, remains almost insignificant in the heading information, education, communication, even though it constitutes a very fundamental aspect in the theory of the desired change

Eleven (11) ministries were involved in this co-financing with unequal participation. The amount of funds consumed by each ministry during this period ranged from nearly 50,000 thousand US\$ to less than 1,000 thousand US\$. biodiversity", which constitutes a very strong point in the already observable positive effects obtained by the project

As for the funding of the "biodiversity monitoring" section, this remains exclusively charged to the Ministry of Culture, the project leader.

└ Lessons Learned Financing and Co-Financing of the Project

Overall, the dominant lesson on the credit granting plan that we draw from this project is that the cohabitation of two complementary financings, that of the UNDP/GEF and that of the Algerian Government to ensure in a common way the total support of the planned investments, has been an effective experience which deserves to be praised. Co-financing revealed through this project all its prowess as an efficient support tool for a development intervention. On the strategic level, the role played by co-financing was essential in the mobilization and commitment of stakeholders in the field.

In its particularities:

1/ This project has demonstrated that the management arrangements granting control of expenditure (NIM) to the local partner, the Ministry of Culture, is a very beneficial initiative in terms of taking responsibility and flexibility. On the operational level, this allows short-term tactics to be developed, making "How to act" interventions more effective "How to concretely go about carrying out this or that planned activity". There are many choices with which local managers are faced.

Scenarios that can serve as tactics are considered by the management team and a decision is made without delay as to the tactic that seems the most realistic and to adopt it. The Process is difficult to carry out when the management is not fully taken over by the responsible local partner.

Furthermore, this initiative enables the project managers in the host country to take ownership of the project management system and develop greater responsibility in terms of accountability

2/ The integration of a project into a development plan of the host country, as this project has done, is very advantageous. The project can benefit from a significant additional financial envelope to support the development plan. He may also have the opportunity to exploit the synergy developed by the integration of many other useful partners and to apply the principle of intersectorial collaboration.

3/ This cross-sector collaboration process tested, validated and integrated by the various organizations activating in these regions, will form a concrete, foreseeable impact on the sustainability of the achievements obtained by this project

└ Project Financing and Co-Financing Recommendations

1/The granting of expenditure management (NIM) to the local partner is a decision to be encouraged, as this is a source of numerous advantages, both for the cooperation agency and for the beneficiary. It allows the latter to consider himself as an actor and not as an executor, which will increase his responsibility in terms of accountability.

The advantage is also interesting on the operational level, due to the fact that it benefits from greater flexibility which will widen the field

Exploration of the beneficiary as to the manner of conducting the interventions, development of tactics, process with difficulty

Achievable by cooperation agencies.

On a personal and national level, the exercise in NIM management allows the appropriation of the procedures and the methodology required by a coherent management of a project.

However, the prior verification and validation of the technical capacities of the organization that will benefit from this NIM management privilege is an absolute condition for this decision to be rational.

2/ In the event that a local development plan has been initiated or is being implemented, in the convergence zone of the project, it is advantageous to integrate into that which coordinates the activities of the project in a concrete and broader whole

3/ In a project related to a theme where various external partners having different functions must intervene, the notion of inter-partner collaboration should be taken into consideration and promoted

▾ 4.2.4 Monitoring and Evaluation

The monitoring/evaluation system put in place at the start, from September 2014, was relatively effective, due to the fact that staff relatively close to project management were recruited and then trained in this discipline, which enabled a gradual improvement of this system

This system is based on an approved operational plan that should guide the monitoring/evaluation system

- Operational planning

The existing operational planning system within the DNP under the project is integrated into its internal monitoring and evaluation (M&E) system

The structure in charge of this operational planning and monitoring/evaluation is constantly supported by the entire team of the central project management unit. The results obtained come from the synergies of its members during the weekly meetings organized for this purpose

The operational planning system in use follows a series of cascading steps

A first level is undertaken at the beginning of each financial year where activities are planned and included in the annual action plans, which is built on the basis of internal workshop work at the Project Management Units (UGC/UGLs of the five cultural parks), with the involvement of the institutional representatives of the members of the Tripartite (UNDP, Ministry of Foreign Affairs, Ministry of Culture and Arts).

The latter validate the Project's annual action plan during the ordinary meeting of the Project Steering Committee (annual meeting);

Within a framework of broader consultation, the members of the Steering Committee are thus involved in the planning process by examining, discussing and issuing any recommendations relating to the draft action plan, in line with the logical framework of the Project, before subsequent validation. The minutes of the various meetings of the 2014-2021 steering committees are authentic

These workshops, organized at the headquarters of the National Project Directorate, prior to each annual exercise, are the subject of preparatory work for UGC-UGLs exchanges and systematic analysis of the progress of activities. Pre-scheduled and identified risks.

The second stage follows a half-yearly cycle: in December-January to take stock of the previous budget year and the planning and budgeting of actions relating to the following year, and in June-July for the

preparation of the PIR and the half-yearly M&E report, including the identification of the refocusing necessary to achieve the results assigned for the year.

The third level, carried out monthly in intra and inter teams of the UGC and the UGLs of the five cultural parks where the current monthly action plan is adjusted according to the reality of the achievements made.

The fourth level, carried out weekly internally, is formulated and displayed on a board that we can view in the DNP meeting room

Regarding the circulation of information flows relating to action plans within the UGC team and with the UGLs, this is ensured in particular by:

- The establishment and sharing of quarterly roadmaps for implementation
- Periodic holding of coordination meetings
- The organization of half-yearly workshops for the analysis of activity reports and planning

Monitoring parameters are assessed during the half-yearly activity reports:

- Allocation and consumption of funds during the project cycle (percentages of consumption).
- Allocation and consumption of co-financing.
- Half-yearly rating of the results and products of the Project.

As for the activities whose implementation has been finalized, these are subject to an internal validation procedure (on the basis of the terms of reference of the activity) and to the evaluation of their contribution to the achievement of the objectives and this during the workshops reviewing activities/planning through the UNDP/GEF biannual and annual rating system.

▾ Information Gathering for Monitoring and Decision Making

At the UGC level, monitoring is done through the real-time circulation of information between team members and during weekly coordination meetings.

Concerning the monitoring activity in interaction with UGLs, this is carried out by:

Technical coordination with the members of the LGUs for the implementation of the activities programmed at the local level (in the five cultural parks)

The establishment and information of outlines relating to the quarterly monitoring of the implementation roadmaps

The organization of coordination meetings and half-yearly workshops for the analysis of activity reports and planning

Participatory analysis of monitoring instruments (capacity building, financial sustainability, Management effectiveness of ONPCs)

Decision-making following the information collected is effective on the part of the adaptive management carried out, reflected in the annual definition of action plans readjusting the overall implementation process of the Project, which plans are subject to validation by the Steering Committee. Should it also be specified that in the field, at the level of the cultural parks of Ahaggar and Tassili N'Ajjer, standard monitoring tools that allow relevant comparisons and assessments to be made have been developed. These are biodiversity observation notebooks.

4.3-Project Results And Impacts

4.3.1.Effectiveness of the project

DETERMINANT: EFFECTIVENESS OF THEPROJECT

The Evaluative Questions Related To This Determinant Are Formulated As Follows

- What are the significant differences between planned and actual achievements?
- What factors contributed to these discrepancies?
- For the main actions, have the expected outputs been observed?
- What are the changes brought about by the actions initiated?
- How are the project actions perceived by the target populations (interest, satisfaction)?
- Have unforeseen circumstances sometimes favored or hindered efficiency?

The answers to the said questions derive mainly from the analysis of the final state of the project, which we have tried to identify through the following elements:

- Analysis of project documentation
- Our interviews with the various stakeholders face to face and/or via videoconference
- The participatory workshops that we conducted both at the central level with the DNP team only in the field with PC teams
 - our interviews with the local population and with the beneficiaries during our field visits

Table 09 below shows our findings and our conclusions in terms of the effectiveness of the actions taken, as well as the justification for our rating

Table N°09 Degree of achievement of the Objectives/Results and generated effects

OBJECTIVE/ RESULTS INDICATORS	Findings		RATING EVALUATION
	STRENGTHS	WEAKNESSES	
Objective: Of the Management System of Algerian cultural parks to guarantee the conservation of biodiversity of global importance, and the sustainable use of ecosystem services			
<p>I/Ecological Sustainability</p> <p>Indicator 1.1 The decrees for the application of law 98-04 determine the procedures for examining the General Plans for the Development of Algerian PCs.</p> <p>Indicator 1.2 Compliant Instruments are developed for Tassili N'Ajjer de L' Ahaggar PCs.</p>	<p>1.1. A set of texts has been developed in order to determine the procedures for examining the General Development Plans (PGA) of the Algerian CPs.</p> <p>-An interministerial decree published in the official journal on August 15, 2018 sets the role and services assigned to the national PC offices in the development and implementation of the PGA</p> <p>- A second interministerial decree published in the official journal on April 8, 2020, establishes the head of service for the general development plan among the senior positions of the PC offices, stipulating the criteria and conditions for access to the position</p> <p>- The rest of the provisions relating to the instruction of the PGA are detailed in a decree, recently transmitted by the Ministry of Culture and the Arts to the General Directorate of the Public Service (transmission letter Ref. 715 / M / M.C.A of December 20, 2021) to complete its ratification</p> <p>1.2/ A series of management tools has been developed for all Algerian CPs, anticipating the instruction procedures of the PGAs sent to set them up. The first management plans for the Tassili N'Ajjer CP and the Ahaggar CP have been developed</p>	<p>The implementing decrees of Law 98-04 determining the procedures of instruction of the General Plans for the Development of Algerian CPs have not yet been published as of 31.12.2021. They are awaiting ratification</p> <p>The drafts of these instruments have been completed for the two PCs and are in the process of being validated.</p>	5
<p>Rating justification Satisfactory : The satisfactory rating assigned to the ecological sustainability of the project is justified, even if the implementing decrees of Law 90-04 determining the procedures for examining the PGAs of the PCS have not yet been ratified as of 31-12-2021.</p> <p>From the observation of many strong points that the project presents vis-à-vis ecological sustainability and the observation that the project has done everything that should be done in an external field (legislative) whose decisions are beyond its competence. then the initiative to anticipate on the PGA instruction procedures, through the development of a series of management tools for all the CPs and that the first management plans for the Tassili N'Ajjer CP and the Ahaggar CP are developed. Finally, by the character of continuous development that it displays by drawing up now a work program going until 2025 constituting a fundamental point this sustainability assurance .</p>			

<p>2) <u>Institutional sustainability.</u> <u>Indicator 2</u> Management structure of Algerian PCs established and endowed with permanent staff and adequate technical and financial resources to accomplish its missions</p>	<p>The institutional sustainability of the national system of Algerian cultural parks has been greatly strengthened with the help of the project. The central PC management structure, staffed by permanent basic staff supported by the Civil Service, was set up on February 7, 2022 in the form of a Research Unit within the CNRPAH. This creation was the main outcome of the Project</p> <p>This Unit has the prerogatives of study, monitoring, management planning of the national PC system in Algeria</p> <p>On the legislative level, the effectiveness of the management of the national PC network has been reinforced by two interministerial decrees, drawn up and published in 2018 with the Ministry of the Environment and that of Agriculture. These decrees set the conditions for placing civil servants in these two sectors in a position of activity at the level of the PC system with an initial authorization for the placing in a position of activity of 50 environmental engineers, 50 agricultural engineers and 50 agricultural technicians.</p> <p>At the political level, a key tool has also been produced, notably the first (ScOS) for the system of Algerian cultural parks [Doc. 13]. The ScOS adopted by the MCA and implemented through the central structure created with the assistance of the project, will guide the management and future expansion of the national network of CPs.</p>		6
<p>Justification Rating: Highly Satisfactory The very satisfactory rating attributed to the institutional sustainability of the project is justified by the new creation of a formal central body, in the form of a Research Unit, which was the main outcome of the project.</p>			

<p>3) <u>Socio-cultural sustainability.</u> <u>Indicator 3</u> The extracurricular tools adopted in the wilayas concerned, integrate traditional knowledge, particularly in terms of ecological knowledge</p>	<p>The project was able to integrate (SET) into a wide range of pedagogical and extra-curricular tools</p> <p>Extra-curricular tools have been prepared by the project, intended for schools in the region, as well as for trainers and agents of the CPs and the main local partners of the CPs. The tools include a Green Clubs Guide, a Trainer's Manual, a Collaborative Management Guide and a Guide for Agents, with most of these tools available in French and Arabic.</p> <p>Three key educational tools developed by the project are currently in the final phase of adoption by the various institutions concerned, namely the Ministry of Training and Professional Education (MFEP), the national education network (INFEP) and the Ministry of Higher Education.</p> <p>Regarding the professional training system, a joint committee has been set up to implement the programs. The tools developed with the help of the project include: (i) a bachelor's degree and a university master's degree in management of eco-cultural heritage; (ii) a national system of initial professional training and (iii) an internal continuing education program targeting PC's personnel</p> <p>An inventory of traditional ecological knowledge (TEK) has been drawn up with the assistance of the project</p> <p>An initiative aimed at capturing and documenting SET using audiovisual tools, produced 20 videos including one on the ritual and ceremonies of <i>ela Sebeib</i> in the oasis of Djanet, inscribed on the UNESCO Representative List of the Intangible Cultural Heritage of Humanity.</p> <p>Establishment of equipped audiovisual units within the offices of the 5 PCs, responsible for the production and dissemination of tools dedicated to the eco-cultural heritage of the PCs</p> <p>The Office du PC de l'Ahaggar, carried out a series of reports and portraits of knowledge holders and traditional know-how related to biodiversity and the sustainable use of the services it provides.</p> <p>All of these products are available online through the Office's communication channels</p> <p>https://www.facebook.com/OfficeNationalDuParcCulturelDeLAhaggar; https://www.youtube.com/channel/UCS96rr0cVikyCx9iBJ0SpNQ</p>		6
---	--	--	---

<p>Indicator 4 The rating by the UNDP/GEF assessment tool of the capacities of the national system of cultural parks increases (target value 66%)</p>	<p>The average rating of the UNDP/GEF assessment tool of the capacities of the national system of cultural parks increased from 44% to 75%, exceeding the target value of 66% planned at the end of the project</p>	<p>Only one target value of the subcomponent Systemic Policies (83%), did not fully reach the target of 100%</p>	<p>5</p>
<p>Indicator 5 Rating by the UNDP/GEF assessment tool of the financial sustainability of the network of cultural parks (target value 65.9%)</p>	<p>The average rating of the UNDP/GEF assessment tool for the financial sustainability of the cultural parks network has improved from 40.6% to 51.8%</p>	<p>The average financial sustainability rating did not reach the planned target value of 65.9%</p>	

Rationale Rating R1: Satisfactory
 Of the two (2) outputs expected for this result, the first related to the capacities of the national system is totally effective, it has reached its target. The high value of the average achievement relating to the capacities of the national PCS system is indicative of a very significant effort made in this area.
 Regarding the rating concerning financial sustainability which has progressed but which has not reached its target value, this situation is due to the integration in the evaluation tool of a parameter linked to the revenue capitalized by the PCs. Fragile parameter which should not have been taken into account in this project, because it is marred by two constraints. a) the low revenue earned by the PCs, limited to entrance fees, are not even reinvested in the PCs, but are paid back to the public treasury b) this parameter is also very sensitive to the security situation of the premises, which was still problematic today.
 Consequently, we consider that the rating linked to financial sustainability as calculated does not reflect the high level of financial sustainability of the PCs system, strongly supported and guaranteed by the Algerian State and therefore, the capacities of the national PCs management system are approvable.

Result 2: Public support for cultural parks broadens the base of stakeholders involved in the management and conservation of cultural parks.

<p>Indicator 6: The level of dissemination of the concept of Cultural Parks to the public is measured by a system of periodic surveys</p>	<p>The target has reached 93% over the past 3 years 204 articles were recorded in the press, 7,624 Facebook subscribers, 15,540 visits to the PPCA website, 65 cultural/scientific events organised, 183 local radio broadcasts, 61 national TV broadcasts The very high level of popularization achieved is verified in concrete terms by the many invitations sent to the project.</p>	<p>The level of dissemination measured by a periodic sounding system was not carried out in the planned forms The target value for this result was only defined after the mid-term evaluation (2018) at an increase of 10% per year or 30% at the end of the project</p>	<p>6</p>
--	--	---	----------

Justification Rating R2: Very Satisfactory
 Many tools for disseminating the concept of cultural parks on multiple media have been developed and implemented, formally expanding the base of the stakeholders involved. There is a continuous development of communication tools and products on the heritage linked to the biodiversity of the PCS network, which has substantially broadened their audiences at the local, regional, national and international levels and at the level of different communities. The achievements made by the project in this area go beyond all expectations.

Result 3: Management efficiency is improved in the cultural parks of Tassili N'Ajje and Ahaggar

<p>Indicator 7 Management Effectiveness Tracking Tool (ISEG) Rating</p>	<p>The staff of the LGUs of the two Offices) supplemented and trained in the management of eco-cultural heritage, active in the field. biodiversity is monitored, both in the field and by the GIS system on the selected transects Stabilized underground surveillance posts are operational</p>	<p>The first generation of management plans for the two PCs, as well as a series of dedicated planning tools for priority sites and Ramsar sites are not yet operational. They are in the process of being completed.</p>	<p>6</p>
--	---	---	----------

Justification Rating R3: Very Satisfactory
 The three aspects covering the improvement of management efficiency in the CPs mentioned are tangible. The target values at the end of the project having been exceeded on the two sites taken into consideration attest to this success.

Result 4: The conservation of key species is improved in the Tassili N'Ajjer/Ahaggar region.			
<p>Indicator 8 : The distribution and density of flagship species is maintained or increased at priority sites.</p>	<p>Implementation of a system validated according to a multi-sector approach, monitoring, surveillance and control capable of generating indicators in a quantified and/or cartographic way on the state of biodiversity</p> <p>A first conservation plan for these three species has been produced</p> <p>Many works and interventions have been devoted to cheetah, locally, nationally and even internationally because it is listed as critically endangered on the IUCN Red List.</p> <p>The cheetah conservation plan necessarily integrates all the elements that make up the ecosystem. It is important to note that the Saharan Cheetah (<i>Acinonyx jubatus hecki</i>) is a flagship and "umbrella" species. Being at the trophic peak of the ecosystem of the region, the cheetah is an indicator of the integrity of the main lower trophic levels that compose it. The Dorcas gazelle and the Barbary sheep, two species still widespread throughout the North African region, are among the main prey species for the cheetah. The 30-month multidisciplinary study assisted by remote sensing and photo trapping carried out by the project confirms that the Tassili N'Ajjer – Ahaggar region is the last bastion for the Saharan Cheetah (<i>Acinonyx jubatus hecki</i>) in North Africa.</p>	<p>The first conservation plan, although applied to the trial, remains to be validated with the partners directly concerned by the theme</p>	6
<p><u>Justification Rating R4: Very Satisfactory</u></p> <p>The only expected product for this result is effective. Although the project focused on the Saharan cheetah (<i>Acinonyx jubatus hecki</i>) which made its reappearance in these places which was a major event, the project also carried out parallel monitoring work on the two other flagship species the Dorcas gazelle and the Barbary sheep. Considering the great investment in men and materials that has been made through the multidisciplinary study carried out by the project over a long period (30 months) revealing the seriousness and perseverance of the project team, we express our total satisfaction with the success of this result</p>			
Result 5 Threats and Degradation of priority sites for the conservation of biodiversity and Ramsar sites are reduced in the cultural parks of Tassili N'Ajjer and Ahaggar			
<p>Indicator 9 : Frequency of poaching in priority sites (number of findings decreases by 50%).</p> <p>Indicator 10 : The density of woody cover is maintained or increased at priority sites.</p> <p>Indicator 11 : Quantitative values are established for the main water quality parameters of Ramsar sites</p>	<p>Surveillance and control systems in priority sites are strengthened through the activation of control and surveillance patrols put in place The monitoring data available for the years 2015-2021, all sites combined, give a consolidated average occurrence of 0.33 poaching incidents / day of observation [Doc. 34] relatively a little lower than that recorded before the project, which was 0.35 poaching incident/day of observation</p> <p>If the analysis is restricted to the priority sites of Taessa, Tefedest and Tihodaine, the poaching observation frequency is around 0.21 incidents/day, in this case, there is a reduction of 40 % compared to the 1st phase of the project (years 2003/2007),</p> <p>The density of tree cover measured by satellite has increased at priority sites</p> <p>Complete water quality assessments have been carried out in the three Ramsar sites (Iherir, Issakarassene and Afilal), as well as in 50 other sampling stations located in the wetlands of CPs of Tassili N'Ajjer and Ahaggar</p>	<p>The target values at the end of the project were only partially achieved for indicator 9</p>	5
<p><u>Justification Rating R5: Satisfactory</u></p> <p>Two (2) indicators (10 and 11) out of the three linked to this result are verified and approvable. On the other hand, indicator 9 does not fully reach (40%) but approaches the expected value (50%)</p>			
Result 6: The active participation of local populations, through collaborative management agreements, reduces the pressures exerted on the functions of the ecosystem in the CPs of Tassili N'Ajjer and Ahaggar			
<p>Indicator 12 KM agreements are concluded and</p>	<p>GC agreements concluded and implemented in 8 priority sites (two more than the 6 planned at the start of the project)</p>		6

<p>implemented covering at least 6 priority sites.</p> <p>Indicateur 13 : The number of proposals included in management agreements, coming from women, doubles.</p> <p>Indicateur 14 Traditional ecological knowledge in terms of adaptation to climate change is codified and capitalized within the framework of the GC agreements concluded.</p>	<p>Proposals generated by women in KM agreements totaled 21 in year four, compared to a baseline of 9 proposals from women in year one. A series of pilot operations mainly aimed at women have also been initiated: (a) two tannery and tailoring workshops targeting a total of 40 beneficiaries; (b) a modern embroidery workshop in the Tassili N'Ajjer PC for 8 beneficiaries; (c) a training session on KM was delivered in December 2020. New proposals from women are being developed. These operations are the result of 4 new proposals generated by women in the fields of tanning, sewing, embroidery and weaving, involving 76 women working together and grouped in associations</p> <p>Traditional ecological knowledge (TEK) related to climate change has been integrated into the GM agreements concluded and implemented in the 8 priority sites. Based on the lessons learned from the CPs of Tassili N'Ajje and Ahaggar, the integration of TK in the CG agreements is currently being replicated and extended in the rest of the national network of CPs, starting with the CP of Tindouf. The efforts undertaken by the project towards the codification of traditional knowledge related to adaptation to climate change are cited and included in the contribution of the culture sector to a white paper produced on this topic.</p>		
<p>Rationale Rating R6: Highly Satisfactory</p> <p>The expected product "Implementation of Collaborative Management (CM) agreements in the priority sites of the PCs of Tassili N'Ajjer and Ahaggar" is effective. The 3 performance indicators linked to the results are validated</p>			
<p>Résultat 7 : The implementation of alternative strategies aimed at protecting sustainable livelihood systems contributes to reducing the pressures exerted on productive ecosystem services and improving the socio-economic situation on the priority sites of the two cultural parks Ahaggar and Tassili N'Ajjer</p>			
<p>Indicateur 15 : Co-financing effectively mobilized For the implementation of eco-development actions and the fight against land degradation</p> <p>Indicateur 16 At least 50% of approved tourist agencies adopt and implement the sustainable tourism charter.</p>	<ul style="list-style-type: none"> - Alternative strategies contributing to reducing the pressures exerted on ecosystem services have been implemented thanks to the co-financing mobilized - A field mission was carried out in June 2021 to examine the interventions co-financed by the various partner sectors of the government in the CPs of Ahaggar and Tassili N'Ajjer. This reveals that the planned co-financing was effectively mobilized to the implementation of eco-development actions - - It should also be noted that the mechanism piloted by the project to secure the co-financing of eco-development activities within the CPs will cover the extension of the CG program beyond the end of the project cycle. - - The Active Collaboration of Local tourism offices (OLT) within sustainable Promoting tourism action in the région. The association of tourism agencies at the PC level of the Ahaggar has adopted the sustainable tourism ethic Chart 50% of them adhere to this Tourism Chart and are anticipating the project - Moreover, there has been a program development in favor of national tourism - In the face of negative external impacts, the project has developed a strategic Action plan, prioritising the national tourism in the region. <p>This plan was developed and is implemented with the active participation of the Local Tourist Offices (OLT) of Tamanrasset and several tourist operators and associations from local civil society in the two regions.</p> <p>From 2017 Start, implementation of tourist circuits aimed at national customers</p> <p>The action plan established in application of the provisions of the partnership agreements, signed on July 10, 2019, between the PPCA and the two associations of Djanet (Ksar Taghourfit and AzdjerMéhari) and</p>	<p>Defection from international tourism. Many tourism agencies are put on standby due to the regional situation in the Sahelian countries with the instability of neighboring countries Libya Niger and Mali and the impact of the COVID 19 pandemic.</p>	<p>6</p>

	<p>in May 2020 with the association "forum de l'Atakor pour la promotion of Saharan culture and tourism" in the PC Ahaggar for the promotion of ecotourism in the PC du Tassili n'Ajjer for the promotion of ecotourism in the CP of Tassili n'Ajjer, was implemented through a wide range of activities for strengthening associations, training, media coverage and setting up pilot projects centered on sustainable tourism</p> <p>Expertise contracted to provide a regular support-advice service in terms of sustainable tourism with the Tassili N'Ajjer and Ahaggar PC Offices</p> <p>A partnership agreement between the MCA and the Ministry of Tourism, Handicrafts and Family Labor has been formalized June 1, 2021, aimed at developing a cultural tourism sector</p> <p>Circuit "Villages & Gardens of Ahaggar", linking 9 villages of Ahaggar command post and the "Heritage of Tihodaine" circuit, linking 4 villages of the Tassili n'Ajjer PC. The two initiatives pilot projects aim to integrate village populations into ecotourism activities, following a model based on the accommodation of tourists with the inhabitants, the promotion of agricultural and artisanal products and the interpretation of the local ecological heritage</p>		
<p>Justification Rating R7: Very satisfactory The two main strategies implemented to support this result relate to the provision of the monetary volumes provided for in co-financing during the formulation of the project and the promotion of national tourism to counter the absence of international tourism, due to the security situation in the territories of the CPs and in the neighboring countries</p> <p>In terms of co-financing, the cumulative amount consumed during the period of the project of the order of 186 million US \$ corresponds to nearly 10 times the amount initially planned of 20 million US \$. This reveals that this strong investment made by the host country is first and foremost synonymous with effective mobilization of the planned co-financing and guaranteed access to it in a timely manner by the various ministerial sectors concerned, for the implementation of eco-development actions. and combating land degradation. It then indicates the transcendence of the host country with regard to the diligent and systemic management of a complex issue that is the protection of biodiversity requiring a medium and long-term commitment.</p> <p>Everything therefore leads us to conclude that the co-financing provided by the Algerian Government within the framework of this project has been exemplary in terms of respecting the commitments made and securing the implementation of the planned activities.</p> <p>Concerning the constraining external factors linked to the international tourism sector, a situation that was not foreseeable during the formulation of the project, the adaptive management deployed by the UGC, using various initiatives in favor of national tourism, could circumvent these constraints.</p> <p>As such, we consider that the implementation of alternative strategies aimed at protecting sustainable livelihood systems contributing to reducing the pressures exerted on productive ecosystem services and improving the socio-economic situation on the priority sites of the two cultural parks of Ahaggar and Tassili N'Ajjer is effective. The two indicators related to this result are approvable</p>			

Conclusion Project Effectiveness

The effectiveness of the project is measured by its ability to carry out the planned actions and the achievement of the expected results.

All of the planned actions have to a large extent been carried out. All expected products were observed. The only discrepancy noted concerns the measurement of the level of dissemination of the concept of PCs by a system of periodic surveys. This was carried out in other forms than those planned, but the impact of the level of dissemination at the local, national and international level is very real. As proof, the many invitations to participate in events on biodiversity, addressed to the project, emanating from abundant sources. This reflects perhaps better the strong impact of the popularization of the concept of PCs on all stakeholders. This can easily replace the periodic surveys planned to measure the level of dissemination of the concept of PCs

The actions initiated have led to the achievement of convincing results. Indeed, the physical results obtained have significantly exceeded the planned expectations. The technical capacities of CP staff have been strengthened in relation to the gaps identified, which has favored capitalization of the knowledge of these offices, in terms of better monitoring of biodiversity, fauna, flora and wetlands. The first effects on the behaviors and attitudes of PC staff vis-à-vis the requirements of biodiversity protection and the interest of integrating local populations even more are now observable.

Concerning the processes applied by the project mainly at the site level, the innovative approaches initiated in this context by the project, such as: the monitoring and control system put in place, often dissuading the cutting of wild wood, the activities of eco-development thought out in such a way as to reduce the pressure on the plant cover, the redistribution of livestock in relation to the carrying capacity of each site, the promotion of the use of solar energy to ensure energy autonomy and consequently reduce the pressure on acacia wood. All these innovative approaches have demonstrated their interest and appear to be very interesting and advantageous initiatives. Pressures on productive ecosystem services are beginning to decline. The collaborative biodiversity management initiative is starting to gain ground

At the level of the local populations approached, the latter declared their satisfaction with what is being undertaken by the project in their area and that they are convinced of the interest of the approaches applied by the project. The first effects are even observable now among the beneficiaries in terms of an improved change in their condition, both materially and psychologically.

The institutional sustainability of the national system of Algerian cultural parks, strongly reinforced with the help of the project, has become a reality today through the creation of the central management structure of PCs,

Ultimately, we can only attest to the effectiveness of this project and that the processes carried out are seen as examples to follow.

4.3.2 Project Efficiency

DETERMINANT: PROJECT EFFICIENCY

Purpose: To provide information on how financial resources are used.

The Evaluative Questions related to this determinant are reformulated as follows:

- What is the financial implementation rate compared to the expected? Rating: 6
- Have financial resources been allocated to the positions originally planned? Rating: 5
- To what extent have the financial resources been optimised? Rating: 6

FINDING-ANALYSIS

The UNDP/GEF financial implementation rate at 31.12.2021 is approaching 100% and the co-financing financial implementation rate has greatly exceeded the planned amount of around US\$20 million.

The overall consumption rate achieved was almost 10 times higher. This very high rate achieved reflects the financial performance of the co-financing of the Project.

However, this first conclusion should probably be qualified. A vision closer to reality appears when we address each individual heading, which reveals that there are headings which have only achieved a relatively low rate of execution such as: pastoral hydraulics (36%), solar electrification (48%), support for crafts, just 101%, recovery of animal products, 152%. (see fig N°09)

The main extreme event that upset this implementation report is the very large amounts granted to reforestation and the tree nurseries which is its corollary. Lack of awareness during project design of the importance of potential investments to be made in these sections during the project period remains ambiguous

Regarding the verification of the reality of the allocation of UNDP/GEF funds to the positions initially planned, should we first recall that the initial budget was modified in these terms: relating to component 2: intervention in the At site level, 5% of its monetary volume was deducted in favor of component 3 (4%) intended for project management and component 1 (1%). This change was made during the review of the overall budget.

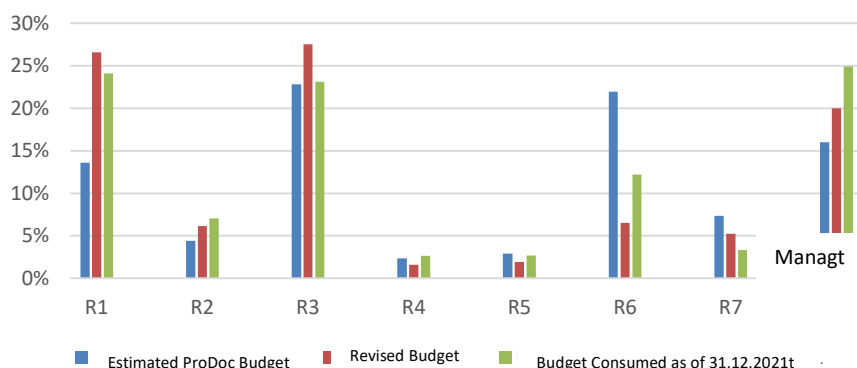
Secondly, it is noted that the financial volume consumed by component 3 relating to project management increased by 5% from 20% to 25%. This increase is justified by the two-year extension of the duration of the project made without financial surplus

Table 10 Comparison of the distribution of the initial UNDP/GEF budget, revised, consumed

component	Share of financial volume granted without initial budget (Prodoc)	Share of Financial Volume granted without Revised Budget	Share of financial volume consumed at 31.12.2021
1 System Level Intervention	35%	36%	31%
2 Site-Level Intervention	49%	44%	44%
3 Project Management	16%	20%	25%

Apart from this overall deflection for the benefit of project management for the reasons mentioned above, the graph below, which outlines the destination of the funds provided for each result, can serve as a reference element for answering this question. This indicates the destination of the funds planned and consumed for each result. Overall, there is a fairly pronounced similarity between the planned/realized small non-significant differences between the financial resources planned in the revised budget for each result with the levels consumed for each result. This demonstrates that the allocation has been almost fully respected and that the financial resources have been allocated to the items initially planned in the revised budget.

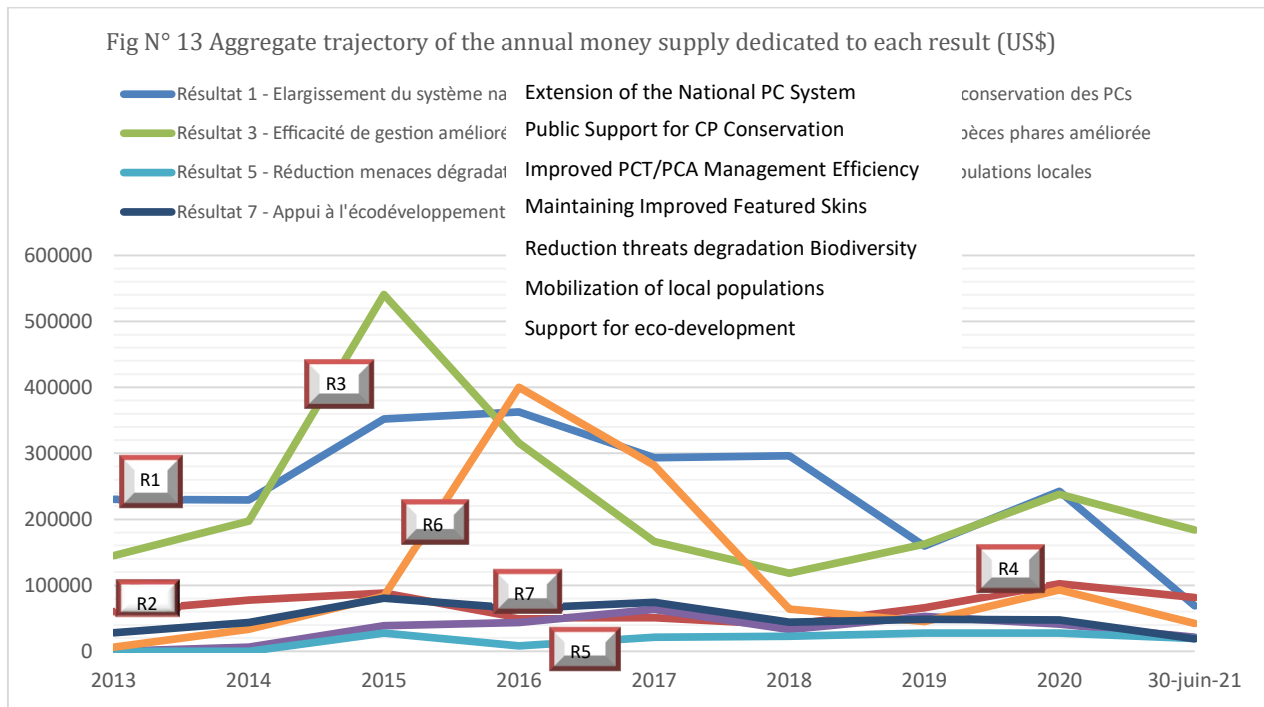
Fig N°12: Destination des fonds PNUD/FEM pour chaque résultat



Finally, with regard to the optimization of resources, the aggregated trajectories of the annual expenditure made to achieve each result, as shown in the graph below, shows a lag between the year 2013 over 2014 and over the year 2015 of a large part of the actions planned.

Delays were accumulated in the start of implementation, as well as during the year 2020 due to the pandemic.

In addition, we note particular attention to the optimization of resources through the decision taken by the project managers to model the salaries of the project staff on the scale of the staff of the Ministry of Culture, who are well below those of UNDP



▾ **DETERMINANT: Project sustainability**

The evaluation of this determinant is assessed from three (03) angles:

1/ Short-term stability: What is the probability that the advantages and assets obtained will be maintained in the short term, year + 1, beyond the end of the project? it is understood that there is no real short-term threat to the assets of the project.

2/ The foreseeable consistency in the medium and long term: Is the durability of the action sustainable, and can it continue autonomously, without external support necessary in the medium and long term? It is understood that the capacity of the improved systems introduced by the project, can operate in the medium and long term, supporting their balance.

3/ Reproducibility (scaling up): Can the project act as a catalyst and is it reproducible. It includes the ability of the project to play the role of an adviser providing knowledge, on the themes dealt with and the ability of local actors to generate other projects with similar objectives or to apply the project's approach as a model to other contexts.

Table No. 11 Durability/Reproducibility of achievements generated by the project

Durability is rated on a four-point scale: 4=Likely (P), 3=Moderately Likely (MP), 2=Moderately Unlikely (MI), 1=Unlikely

sustainability rating	Predictable constancy of durability in the short, medium and long term
Financial* Likely 4	<p>The indices of plausible financial sustainability are indicated as follows:</p> <ul style="list-style-type: none"> - The project's internal and external staff are integrated into the public service. - The financing of the actions to be carried out on the CP sites in relation to collaborative management and more generally with eco-development, is guaranteed for several more years, taking into account the significant monetary envelope available at the level of the various ministries which activate in these territories. <p>There remains an exception in the field, that of funding for biodiversity surveillance and monitoring in transects, which remains attached exclusively to PCs and by corollary to the Ministry of Culture.</p> <p><i>The short, medium and long-term sustainability of the achievements generated by this action is financially sustainable, in reason for the indices listed above</i></p>
Policy* Likely 4	<p>The project has been an important contribution to the visibility of the political will of Algeria in the field of the conservation of biodiversity, the enhancement of cultural heritage and the development of territories, The State, conjectured through this project the opportunity to confirm its capacities to promote an effective management model for a modern governance of these parks. At the central level, the project received the support of the Prime Minister for the creation of the central body to coordinate the PCs. The most obvious interpretation of</p>

	<p>this support from the public authorities for the continuous development of the achievements of this project is its recognition of the interest shown in this project.</p> <p><i>L'appréciation de l'ensemble des faits sont à notre sens des éléments de preuves d'un soutien suffisant par les autorités politiques</i></p>
<p>Sociocultural* Likely 4</p>	<p>The adoption by the project of a systemic and long-term vision recognizing the central role of endogenous culture, to overcome the complexity of this socio-cultural aspect, which is very specific to these territories, has led to the development of approaches compatible with the cultural context.</p> <p>These mainly call for a reevaluation of the local culture and an incentive to the cooperative spirit which does not seem to be strongly anchored in the mores of these populations. Solidarity yes, but economic cooperation remains difficult to maintain.</p> <p>Various activities have been carried out in this direction, constituting the start of a viable process intended to ensure the sustainability of the socio-cultural aspect</p> <p>The main actions carried out in this framework are manifested through the dynamics set in motion relating to the collaborative and intersectorial management method advocated as well as the integration of traditional ecological knowledge (SET) into a wide range of educational and extracurricular tools</p> <p>An inventory of traditional ecological knowledge (TEK) has been drawn up with the assistance of the project</p> <p>Extra-curricular tools have been prepared by the project, aimed at schools in the region, as well as trainers and agents of CPs and the main local partners of CPs.</p> <p>An initiative aimed at capturing and documenting SET using audiovisual tools, produced 20 videos, including one on the Sebeïba ritual and ceremonies in the oasis of Djanet, inscribed on the UNESCO Representative List of the Intangible Cultural Heritage of Humanity.</p> <p>Setting up of audio-visual units equipped within the offices of the 5 PCs, in charge of the production and distribution of tools dedicated to the eco-cultural heritage of the PCs</p> <p>the Office du PC de l'Ahaggar, has produced a series of reports and portraits on the holders of traditional knowledge and know-how related to biodiversity and the sustainable use of the services it provides</p> <p><i>Toutes ces actions et pratiques développées avec le concours du projet, tenant compte des normes et attitudes socioculturelles de la population locale, convergent à la durabilité de l'aspect socioculturel</i></p>
<p>Institutional framework and governance* Likely 4</p>	<p>Until the recent past, the PCS evolved in an individualized and isolated way in a fictitious network, where the revision of their management became an urgent and priority necessity.</p> <p>To this end, the project has initiated and tested over a relatively long period, a strategic model for the organization of the management of the PCS, which evolves around a central coordination body</p> <p>The advantages drawn by the CPs from this new configuration are multiple and varied, giving them renewed dynamism to master in a more rational and scientific way their mission of protecting ecosystems and biodiversity in general, present on their territory. This constitutes sufficient proof of the interest shown in this new configuration, making it vital</p> <p>This future entity, already having a powerful initial team of motivated specialists, and integrated into the public service, was created on 07.02.2022 in the form of a research unit responsible for the study, monitoring and scientific and technical evaluation of the networks of Algerian cultural parks. This unit is positioned within the CNRPAH.</p> <p><i>Informed of these conclusive facts regarding the performance of this central body to guarantee the sustainability of PC management as well as of the official decision taken before the end of the project to create this formal entity, which is a viable alternative allowing it to be projected into the future, we consider that the institutional sustainability is assured.</i></p>
<p>Environmental* Likely 4</p>	<p>No harmful effect of the implementation of the project on the environment has been identified.</p> <p>In the section on sustainable tourism, carried out within the framework of the co-financing of the project, this contributes to raising awareness and managing waste</p> <p><i>We can conclude that environmental sustainability can only be a satisfactory determinant</i></p>
<p>Overall probability of sustainability* Likely 4</p>	<p>The achievements offered by the project in terms of the general organization of CP management, the definition of the scope of activities and the way of carrying them out for better protection and monitoring of biodiversity, and in terms of the official creation of an entity responsible for monitoring these achievements, constitute strong indications of the overall probability of sustainability</p>
<p>Replication Catalyst Effect</p>	<p>The convincing experience gained through this project gives it a privileged position allowing it to play the role of a powerful catalyst to ensure the dissemination of good practices</p> <p>The replication of the intervention logic which presents significant signs of guaranteed success, is certainly applicable in other environments</p>

Country Ownership

The appropriation by Algeria did not encounter any decisive obstacles. She has worked on all the areas covered in this project.

Algeria has defined its own strategy and its logic of intervention for the protection of biodiversity of global interest existing in its southern territories. Strategy that has been designed in symbiosis with the authorities and local populations

The country has mobilized its financial and technical capacities to take charge of its priorities, which has resulted in the improvement of the situation of the offices managing the ecosystems present in these territories.

It has promoted its own values of inclusive development and the values and priorities of its international partners UNDP and GEF, such as the decentralized approach, consideration of local culture, the reduction of inequalities, the fight against poverty, the fight against the exclusion of social groups. It has promoted intersectorial exchanges as well as collaborative management to ensure the protection of biodiversity. To this end, it relied on a consultative basis that took into consideration all the stakeholders through their understanding of the expected results of the project.

It has brought together all the conditions for the desired change, both in terms of biodiversity protection and in terms of development, to occur. It has contributed to the management of a global public issue, that of the protection of biodiversity.

The country has assumed the leadership position in this project, ensuring NIM management of the budget made available to it by UNDP/GEF and contributing to the co-financing of this project, with a quantitatively considerable monetary mass.

All these clues suggest that ownership by the host country is obvious and real.

└ Gender equality and women's empowerment

The notions of the gender aspect and the empowerment of women were not formulated in an explicit way in the project. However, in view of the reality on the ground which reveals that women take a prominent place in this social environment (matriarchal regime), the project has included these two notions in its activities. The project's adoption of adaptive management and collaborative management models facilitated this integration. Proposals were generated by women in CG agreements.

Many women, individually or collectively, have benefited from the project's contributions, through income-generating actions (setting up sewing, embroidery, tanning and tapestry workshops). Other women have been individually integrated into biodiversity monitoring.

Gender equality does not arise in this social milieu in terms of decision-making, which is relatively egalitarian, but rather in terms of the economic empowerment of women.

The actions developed by the project on this subject are aimed at a relatively small number of women. These actions probably benefit the local economic fabric in order to promote the employment of some women and their economic emancipation. It would be wise to expand this type of action in order to have a significant impact on the social cohesion of the rest of the local population.

└ Cross-cutting issues

Has the project influenced the improvement of governance?

Absolutely, through the collaborative management model that it initiated promoting inter-sectoral work, the project organized the conciliation of often divergent interests between the representatives of various organizations (ministries and others) for teamwork aimed at a common goal. common, thus responding to the principle of good governance.

Has the project contributed to climate change mitigation and adaptation, disaster prevention?

Yes, the project has introduced an indicator in the logical framework referring to adaptation to climate change. The indicator is called "Codification and capitalization of traditional ecological knowledge in terms of adaptation to climate change". Traditional ecological knowledge (TEK) related to climate change has been systematically integrated into KM agreements concluded and implemented in 8 priority sites. This has been achieved through the active participation of local people in the design of initiatives to improve resilience to climate change.

Based on lessons learned from CPs in Tassili N'Ajjer and Ahaggar, the integration of SETs into CM agreements is currently being replicated and extended to the rest of the national network of CPs, starting with the CP in Tindouf.

The efforts undertaken by the project towards the codification of traditional knowledge related to adaptation to climate change are cited and included in the contribution of the culture sector to a white paper produced on this theme.

Has the project built capacity?

Yes, Totally. The project has, throughout its cycle, multiplied human resource development components for the project management team and those of the offices managing the CPs in the field, but also for capacity building aimed at local population as well as a wide range of individuals from multiple sectors. Among this panoply of capacity building are: internal and external training programs on biodiversity and cultural heritage, the organization of internships on various themes, the arrangement of study trips and internships abroad for staff (5 countries), the development of pedagogical and extracurricular tools in collaboration with various national institutions (MFEP, INFEP, higher education). Other tools developed with the assistance of the project include a license and a master university in ecocultural heritage management

the GEF through its Management Effectiveness Monitoring Instrument (ISEG) put in place, taking up various concrete basic criteria with rating of each of them, makes a real contribution in estimating the progress made annually by the project. It also makes it possible to situate the challenges remaining to be met with regard to the management of the Cultural Parks on an annual basis. It is a pragmatic project management tool intended to guide the choice of actions to be taken in relation to the challenges to be met and to improve performance.

▾ Progress towards impact

It is difficult to expect at the end of this project to have direct, immediate and very significant ecological impacts on the conservation of biodiversity and the alleviation of the pressure on the natural resources rooted in these immense territories of southern Algeria.

However, this project has produced many effects that can already be observed, all of which are in line with this vision.

The project has put in place sustainable measures for progress towards long-term impacts. With this in mind, it has initiated, tested and validated in the field, viable processes for dynamic monitoring of the main human, methodological and material factors of influence which will act directly or indirectly on the performance of the protection of this heritage. ecocultural.

These human factors of influence relate to the significant investment made in human capital to raise the level of skills of all the people involved or likely to be involved in the protection and monitoring of biodiversity in these territories. They also relate to the integration of local women for biodiversity monitoring, to the development of approaches compatible with the cultural context, as well as to the collaborative and intersectorial management methods developed, serving as an innovative work model.

As for the methodological and material influencing factors, they are found in the outlines drawn up by the project concerning the methodology for monitoring biodiversity, in the internal water analysis capacities, in the application of the GIS tool and in the integration of the spatial remote sensing tool with the ASAL, as well as in the development of the infrastructure of the parks.

All these human, methodological and material influencing factors can be considered as indirect effects contributing to the achievement of the ecological impact on the biodiversity of these territories.

On the other hand, the change considered to be the most notable immediate indirect impact that the project has brought to all stakeholders is that of a modern, intelligible perception that is part of the sustainability of what we must accomplish in order to preserve this biodiversity and its ecosystems over time. This evolution in the mentality of individuals can be considered as a strong indirect impact on the good conservation of biodiversity.

▾ General conclusion

This final evaluation was intended to examine both through the documents analyzed, the people met, and on the ground as close as possible to the convergence zone of the project, the reality of the facts accomplished and to provide answers to the essential questions raised by all the stakeholders of this project.

These being relative to the relevance of its strategy, the suitability of the actions carried out and their impacts as well as the progress made, the added value generated, the role played by co-financing, the lessons that can be drawn from the experience of this experience and especially its sustainability in all its forms.

To these questions, it clearly emerged, given the successes recorded, that the answers were generally affirmative. Indeed, in terms of project design, the key success factors were the backing of a project already carried out in the same context (capitalization), the strong relevance of the project in total adequacy with the problem, the intelligibility and coherence of its logic of intervention.

The strategic approach adopted clearly reflects the integrated idea of biodiversity conservation and the eco-development of local populations. The latter, taken into consideration in an active and not passive way, invested themselves in the project with much more conviction.

On the other hand, in terms of the execution of the activities planned on the sites, the key factors of success were both the development of a dynamic of adaptation to the specific conditions of these territories, through the adopted approach of adaptive management, and by the method of collaborative and intersectorial management initiated

This adaptive management approach enabled the DNP team and that of the offices to adjust their practice in the direction of continuous improvement of their interventions.

As for the inter-sector collaborative management approach, this favored transversality between actors from different backgrounds as well as permissiveness. This has thus made it possible to observe a fundamental change in the perception of the agents of the various organizations involved with regard to the advantages that can be drawn from intersectorial collective work.

The collaborative biodiversity management initiative is beginning to gain ground, but it remains to be ensured that this new vision of work lasts beyond the end of the project because it is essential to maintain it in order to positively influence the protection of biodiversity and ecosystem services in these territories.

This assurance can be maintained over the long term by promoting a strategic alliance with other useful sectors. Applying at least the principle of "give and take" based on a certain loyalty becomes a necessity. The project has received a lot from other sectors, we must make progress now "give something to others, participate in solving common problems and help each other in the search for solutions, as an investment in the future of collective work cross-sector" This requires Pro-activity.

In terms of gender mainstreaming, particular attention has been paid to women at all levels

Co-financing revealed through this project all its prowess as an efficient support tool for a development intervention. On the strategic level, the role played by co-financing was essential in the mobilization and commitment of stakeholders in the field.

In terms of added value brought by this project, we find it in a multi-dimensional way at various levels:

In the improvement of the technical capacities of the staffs of the PCs which have been reinforced in relation to the gaps identified, which has favored a capitalization of knowledge of these offices, in terms of better monitoring of the biodiversity fauna, flora and wetlands and of the interest of integrating local populations even more in their interventions.

In reducing pressures on productive ecosystem services, although not yet significant

In the first observable effects now among the beneficiaries, in terms of improved change in their condition, both materially and psychologically.

In the vision related to the Nature/Culture combination, which thanks to the project, has now resulted in an effective awareness of the authorities and other stakeholders, of this "Inseparability" Nature/Culture" envisaged by the designers of the project.

Finally, in the new creation thanks to the project, of the central PC management structure, which has become a reality today. This then allows, after the release of this project, to project into the future through this new entity taking over from this project. The latter being supposed to continue in the desired direction, the progress of the achievements generated for the purpose of giving access to the other PCs to the replicability of the convincing results obtained in this project and in general to preserve on scientific and rational bases, this biodiversity. and the ecosystems that make it up.

The desire to establish through this project, a systemic national strategy for the preservation of biodiversity and the protection of ecosystems, is today a validated reality. Although it remains perfectible in some easily manageable aspects, the experience of this project can be considered a complete success.

This project has succeeded, beyond its technical prowess, in ensuring the sustainability of its achievements in all its forms, financial, political, institutional and socio-cultural.

Ultimately, this project had the merit of tackling the complex issue of building an approach linked to the protection of biodiversity and of proposing tested solutions on many points relating to this approach. The GEF, the UNDP and the Ministry of Culture have largely contributed to this result. From these facts, it must be recognized that beyond the small imperfections reported and recognized in form, which are the lot of any project and easily perfectible, the envisaged objective has been amply achieved.

We believe that accountability to the Algerian Government has been fully assumed by the project.



The dromedary (*Camelus Dromedarius*) and its chameleon in the Tassili N'Ajjer cultural park "Walk ahead of yourself, like the camel that guides the caravan"
Targui Proverb

❖ □ Key Findings, Conclusions, Lessons Learned

HEADING	FINDINGS	CONCLUSIONS	LESSONS LEARNED
DESIGN AND PROJECT MANAGEMENT			
Strategic planning	Differentiated Project conducting strategy, a big part intervention focusing on 2PCs priority is given to the oldest one among the 5 existing PCs. The formulated argumentation is that the two relatively privileged are sites to become reference models in favor of the extension upon the 3 other PCs	A strategic pertinent choice in order to ensure an effective sustainability of the project gained elements.	During an intervention on a global problem existing in many zones, it is probably judicious to privilege a limited number upon which we focus all material, financial and human means to achieve better results and sure extrapolable impacts in other sites. In the opposite case, if we propose to respond to all awaiting at the same time, all this will be only empowering financial and human resources particularly spreaded actions without important efficiency upon all.
Financing and Co-financing	Cohabitation of two financings** for a common goal The realising activities the related financings are defined at first step for each of them	C'est une Initiative efficace et très rassurante Le cofinancement a dévoilé toutes ses prouesses dans ce projet.	This partnership type shows multiple advantages but needs to more ensure the foreign partner, about the cofinancing program in action (amount, destination, of every cofinanced action)
Vision partagée	The vision notion describing the image of a desired future of the project finality, was studied during two EF events 1/ in a workshop with the project team (c.f annex N°10) Constat : A quality Vision DNP oriented a sharing correctly spread to the project team 2/ face to face interviews with principal parties representing the official institutions, where they were requested to express their vision in relation with the project Constat : A Vision discordance was pointed out among certain interviewed parties	The Vision sharing spreaded to the managing team, as practised by this project, is better mobilization source of the whole intervening.	The adoption of a strategy based upon a realistic vision, common and spreaded by all the interveners, is a better mobilisation source surrounding a project
Hypothesis/Risks	Globally, the Hypothesis/risks formulated in a logical view related to two principal determinants : 1/ the risk that certain parties do not totally adhere to the project and 2/ the risk the previewed funds in cofinancing would not be quantitatively or qualitatively available. It is seen that a continuous follow up of the risk linked to each hypothesis was made during the project implementation,	On the Design level, the formulated hypothesis are scrupulous and reflect the aim from the beginning, of the project designers, while of the complete and fully adherence of the parties towards this project, and the concern of the Algerian on the implementation level, the project intervention consist in constantly verifying the risk level aside each hypothesis is a very vigilant and efficient way, it led to either put aside the risk or to develop when the risk is higher an alternative solution than this	The vigilance as precised in this project, in the verifying follow up of the risk level of each hypothesis, lead to avoid certain errors leading to a project evolution blockade. The menace types pointed out in the project should be preferably minimized earlier enough within the project cycle, through: a) ensure a complete and full adherence at least of the key partners and b) through the guarantee given by the project by a transparent follow up neutral and constant by actions taken in charge within the cofinancing. this

		risk	procedure is clear management of finances
Indicators	The formulated indicators widely obey to SMART criteria nevertheless, they present a target value only of project end (absence of mean indicators) This proceedin manne ris justified by project Managers by the fact that the mean indicators are not stipulated within the UNDP & FEM procedures	The formulated indicators in majority are estimated corrects since they are will targeted and of observables effects Hence, the absence of mean indicators,do not facilitate the on time verifying, if leaded actions at project different steps are forward the awaited results	Even if the mean indicators are not defined in procedures,it is advantagous to take them in consideration since they permit to set up limis that are alarms for a better on time decision taking
Project Implementation			
Source of Income generatiing for local population	Some Pilot operations mainly towards women initiated by the Project Providing machines for workshops for (tannerie, sewing, embroderiig, carpet crafts) Training programmes and capacities reinforcement have accompanied the providing of these equipments hence, the beneficiary metinformed us in the majority of unknow ledge cases on the managing of their new units. (absence study, ignorance raw material cost cost price of their products , and the sales price ismade at random).	Effectively numerous women individually or collectively have beneficiated of project contributions, as income generating actions Other women were individually integrated in the biodiversity follow up. Then, the accompanying achieved by the project in pré et post creation on the level of management does not seem to be on the awaited effects	Thge project developped actions on this topic adress tyo a number of women relatively limitedfrom this fact these actions wouldsurely help to urbanlocal economic tissue to favor employment of some women and their emancipation on an economic level, but their real social iumpact upon social cohesion from the population remains a sense to be confirmed. On the other side, a need for a complementary in the domain of the new Units Managing,implicitly expressed is a challenge.
Intersectorial Collaborative Management	Numerous competence from many sectors collaborate with the project on the terrain in the sense of reaching a common objective	This approach that permitted to take more planned actions by the project, particularly in pastoral hydraulic, solar energy,the ecodeveloping has unveiled the whole efficiency of a team work to the project profit	This procedure has favored the transversality between actors of different horizons as well as permissiveness It has also permitted the observation of a new dynamic of a fundamental changing in the perception of different organisms agents implied towards the advantages we may draw from a collective taskl
Theory of Changing	The most remarkable changing viewd is the partners components composition, in particular institutional instances who have participated in	The project managed to inculcate to the parties a modern and more intelligible perceptionof the procedure to take along(scientific,	To hope behavior significant changes dealin with a so complex theme as thebiodiversity protection in thesedesertic immensities, the three quoted factors (scientific, colla

Principales Recommandations



		contexts it showed its capacity to adapt and efficiently responds to dynamics and uncertainties and perform the necessary adjustments in response to new information or to context changings	the community dynamic must leave some place to unforeseen and integrate the scenarii of Alternative management. this implies sometimes to test some practices out of standards
--	--	--	---

Training and capacities reinforcement	Durant the whole project cycle, multiple boards of human resources development among the project directing team and to those of offices personnel managing the PCs, it has also aimed at the local population as well as a large number of individuals from multiple sectors.	The amplitude of individuals diversity trained, the specific thematic approached all oriented towards a better PCs management and of the biodiversity protection constitute the signs of an effective project undertaking in elevating the competences level.	The importance given by this project to the capacities reinforcement from the fact that it addresses to the implies persons directly also to the people that may influence or to be implied in the problematic in the future, of protection and follow up of biodiversity the territories of Algerian South constituting a good very instructive practice
Communication Project Visibility	It is seen internally a very satisfying communication. all is documented, the meetings recorded and filmed, constituting a consultable media theque. externally, there is a continuous development communication tools and products'	The multi target diffusions achieved by the project on Cultural Parks notion formally enlarged the base of the prenent parties involved and may potentially involved Due to a multi target communication, headed on a local, regional, national and international level, the project could highly enlarge his audience enjoys a bigger visibilité before different communities	An intern fluid communication and extern one targetting all the communities potentially utile, local and foreigners, are strongly advantageous determinants in accomplishing of project and of after project as well as its visibility
Creation of a new Unit devoted the study and the follow up of PCs	the creation of this unit that is the principal result project is effective	The project ambition to design and experience a study and follow up unit appropriate to the PDs, managed only by national and regional actors is today tangible, this will let in future a harmonization and optimisation of PCs actions.	This project target realised, differentiate it from actions conducted by other intervenants, it signs its DNA and confers all its pertinence. Hence, its viability in duration is tributed to the functionality manner within a formal network as practised during the project implementation. In effect, going to a formal network during the project, to working on projec in a formal network after the project, requires an adaptation of the networking system constitution.

Main Recommendations

N°	heading	Recommandations	UNDP/ GEF	Ministry of Culture
01	Shared Vision	The adoption of a strategy based upon a realistic vision, common and shared by all intervenants is a Source of a better mobilisation around a project. It is that vision which will guide the strategy path, it will as basement of collective action, the proof, it has let the project team to commonly projected and efficiently act for a common Target. to avoid any probable discordance of the common shared vision notion, as seen in a limited number of the official parties, that is source of misunderstanding, it is better to give a wider continuous visibility to this vision notion in the project benefit.		X
02	Cohabitation financing and cofinancing	This type of partnership in a project because of its multiple advantages is a principle to privilege, it reassures the stakeholders about responsibility and the host country's indebtedness, it let the project to integrate in a larger development optic. The earlier definition within the project cycle of activities to realize by each partner and linked financing, is a necessary condition but insufficient. Doles a placed of equivocal notion concerning the implementation of the cofinancing, the foreign partner requests to be highly reassured on the concern of cofinancing program implemented (amount, destination) to every cofinanced action. This practice increases the project transparency and efficiency.	X	X
03	Hypothesis/Risk	The project applied approach of constant follow up at risk level linked to every hypothesis is a model to preconise for any hypothesis/risk formulated in logic view. It is judicious to foresee in advance alternative scenarios to apply in case of hypothesis verification.	X	X
04	Indicators	For long duration project, medium indicators integration (constantly measurable in time), either in logical view or in the operational action plan is to be preconised, though not specified in the procedures. This helps to put stands that are alarms for a better decision making. This approach This approach helps ensuring an easier follow up in time to eventually proceed to corrective measures if significant difference with medium indicators arise During project implementation. Moreover, subsidiary recommendations in the context where numerous multi actors are involved in the project realisation or when the type notion is strongly included within the project activities, it is time to develop specific indicators to these two elements. This approach help to follow up, a regular manner evaluation along the project execution, their real involvement and take the pertinent decisions, at the main time (information source stimulating action)	X	X
05	Income generating source for local populations	Every project providing non used equipments for a target population, to the creation for the creation of an individual production or collective unit, must imperatively strongly accompanied on a management level, the beneficiaries in pre and post creation of their new enterprises.	X	X
06	Collaborative inter sectorial Management	The new approach of collective working with all other sectors project initiated is to be considered as an example value. The stakes linked to biodiversity in these wide territories need the intersectorial participation of all actors. Though must ensure that this new working vision continue beyond the project end, as it is fundamental to maintain it to positively influence the biodiversity protection and follow up within these territories.,	X	X
07	Théory chan	if we convey to diffuse an ecological culture, willing to introduce a change, it is important to have a long term vision, meaning that it should strongly favor links with different ministries education, higher education, vocational training to prepare the future generations	X	X
08	Adaptative Management	The adoption of an adaptative Management is pertinent in response to complex and/or unforeseen situations, which require a change in intervention modalities during the project implementation. This helps to anticipate on the risks. The finality is the good decision could be taken and adjust the intervention at the requested time.	X	X
09	Capacities Reinforcing	The approach adopted by this project with regard to capacity building, consisting in widening the scope of beneficiaries to all those likely to be	X	X

		involved in the problem addressed, is an initiative to be encouraged.		
10	Visibility and communication	External communication as developed by this project is to be unveiled (multi-target, national and international and continuous). This conduct is a source of broadening the visibility of a project and its corollary impacts.	X	X
11	New Unit for the study and monitoring of PCs	The new PCS study and monitoring unit, created thanks to the project, is called upon to work in a formal network with the PCS. This requires adopting a new approach to working with them. His needs are specific In this context, reflection in consultation with the CPs is essential. The benefits of participation in the network and the interests of the actors must be clarified. Clear answers to the following questions must be provided: What type of network is desired (there are at least 5 types of network)?. What level of cooperation is desired? How will the rules of cooperation be? What will be the mechanisms/instruments of networking? What is the role of network coordinators?		X



Desert bird par excellence, the White-headed Wheatear (*Oenantheleucopyga*)
The Turags call it "moula-moula" a lucky bird, because it announces the presence of water.
IUCN Conservation Status: LC: Least Concern



Terms of reference for the recruitment of a National consultant and an International consultant

Appendices Final Evaluation

Project "Conservation of biodiversity of global interest and sustainable use of ecosystem services in cultural parks in Algeria"

BASIC INFORMATION RELATED TO THE CONTRACT

Location: Algiers, Cultural parks: Tassili N'Ajjer, Ahaggar and PC of Tindouf Application deadline: 07/27/2021

Category: Biodiversity, environment

Type of contract: Individual contract

Position level: National and international consultants

Languages required: French, English and Arabic would be an asset)

Start date: 10/15/2021

Duration of the initial contract: 34 working days

Expected duration of the mission: 14 weeks to be completed from 15/10/2021

1. INTRODUCTION

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all medium and large-scale UNDP-supported and GEF-funded projects must undergo a terminal evaluation (TE) at the end of the project. These Terms of Reference (ToR) set out the expectations associated with the FE of the large-scale project entitled "Conservation of biodiversity of global interest and sustainable use of ecosystem services in cultural parks in Algeria" (Project Number: 78496 ; Award ID: 61754; PIMS: 4153; GEF: 3952) and implemented by the Ministry of Culture and Arts (MCA) of the Democratic and Popular Republic of Algeria. The project was signed on October 24, 2012 and is currently in its seventh year of implementation. The FE process should follow the guidelines outlined in the document "Guidelines for Conducting Terminal Evaluations of UNDP-Supported and GEF-Financed Projects" (<http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>).

2. CONTEXT AND SITUATION OF THE PROJECT

The Ministry of Culture and Arts (MCA) of the People's Democratic Republic of Algeria has set up an important national network of cultural parks, which currently covers a fairly significant area of 1,042,577 km² (nearly 43% of the national territory). During a first phase of intervention, the UNDP/GEF targeted the cultural parks (PCs) of Tassili N'Ajjer and Ahaggar. Indeed, this relatively homogeneous and very extensive region constitutes a priority area for biodiversity in the ecosystem of the central Sahara and one of the main world sites for the conservation of the biotic area of the desert. During the second phase, the objective of the project is to ensure that the emerging national system of cultural parks in Algeria is managed to ensure the conservation of globally significant

biodiversity and the sustainable use of ecosystem services. The project focuses on capacity building at the central level, the Ministry of Culture and Arts (MCA), and the two demonstration sites of the Tassili N'Ajjer and Ahaggar cultural parks, as well as the three cultural parks successively created (Atlas Saharien, Touat Gourara Tidikelt, Tindouf).

The duration of the current intervention is seven years with a total budget of \$27,251,766: \$5,387,142 from the GEF, \$522,858 from the UNDP and \$20,803,052 from the Government of Algeria (in kind).

Project activities started at the end of 2013, with the appointment of the National Project Director (NPD) and the holding of the project launch workshop from October 5 to 7, 2013. As part of the project cycle project, revised following restrictions due to the COVID-19 pandemic, the duration of the implementation phase was extended to April 2022.

2. CONTEXT AND SITUATION OF THE PROJECT

The Ministry of Culture and Arts (MCA) of the People's Democratic Republic of Algeria has set up an important national network of cultural parks, which currently covers a fairly significant area of 1,042,577 km² (nearly 43% of the national territory). During a first phase of intervention, the UNDP/GEF targeted the cultural parks (PCs) of Tassili N'Ajjer and Ahaggar. Indeed, this relatively homogeneous and very extensive region constitutes a priority area for biodiversity in the ecosystem of the central Sahara and one of the main world sites for the conservation of the biotic area of the desert. During the second phase, the objective of the project is to ensure that the emerging national system of cultural parks in Algeria is managed to ensure the conservation of globally significant biodiversity and the sustainable use of ecosystem services. The project focuses on capacity building at the central level, the Ministry of Culture and Arts (MCA), and the two demonstration sites of the Tassili N'Ajjer and Ahaggar cultural parks, as well as the three cultural parks successively created (Atlas Saharien, Touat Gourara Tidikelt, Tindouf).

The duration of the current intervention is seven years with a total budget of \$27,251,766: \$5,387,142 from the GEF, \$522,858 from the UNDP and \$20,803,052 from the Government of Algeria (in kind).

Project activities started at the end of 2013, with the appointment of the National Project Director (NPD) and the holding of the project launch workshop from October 5 to 7, 2013. As part of the project cycle project, revised following restrictions due to the COVID-19 pandemic, the duration of the implementation phase was extended to April 2022.

Algerian cultural parks now have a legal status and an official management and administration structure, which ensures their protection and allows them to form a homogeneous conservation network. However, a number of systemic, operational and institutional constraints limit the effectiveness of PC network management. The project aims to achieve the following seven (7) results: (i) the expansion of the national system of cultural parks manages ecosystems and biodiversity assets in a systematized, inclusive and effective manner; (ii) public support for cultural parks broadens the base of stakeholders contributing to their conservation and management; (iii) the effectiveness of the management of the Tassili N'Ajjer and Ahaggar cultural parks is strengthened; (iv) threats and degradation of priority biodiversity conservation sites and Ramsar sites of the Tassili N'Ajjer and Ahaggar cultural parks are reduced; (v) the conservation of flagship species in the Tassili N'Ajjer - Ahaggar region is strengthened. (vi) strengthening the sense of ownership by local populations through the implementation of concerted management agreements reduces the pressure on ecosystem functions in the cultural parks of Tassili N'Ajjer and Ahaggar; (vii) alternative livelihoods contribute to reducing pressures on productive ecosystem services and improving the socio-economic status of the priority sites of the two cultural parks.

The project, initially developed to strengthen the management of specific sites within the framework of GEF 2/ GEF 3, subsequently widened its scope to include support for the development of the national system of cultural parks, responding to the Objective Protected Areas Strategy (SO1) of the GEF, in particular, the second sub-objective "Expanding the coverage of protected areas, with a focus on under-represented ecosystems". The project falls more particularly within the framework of the third Strategic Program "strengthening networks of terrestrial protected areas". The "site-based" intervention foreseen in the project is justified by its high demonstrative value.

Component 2 of the project corresponds to the priority area relating to land degradation, in particular, to the strategic objective of the GEF (SO1) aimed at "Creating an enabling environment for sustainable land management placed at the heart of land degradation strategies and policies". development at the local, national and regional level". In addition, this component targets "arid and semi-arid agro-ecological zones", designated as priority areas for GEF 4 investments made in the context of the fight against land degradation, in line with the

strategic program for local development of the GEF (LD SP1) “Support for the sustainable management of agriculture and pastures”.

The emergence of COVID 19 caused the net suspension during the year 2020 of the activities programmed within the system of cultural parks, both at the level of the central management unit (CMU) of the project in Algiers, and at the level of the five (5) local management units (LMUs), located in the south of the country, more than 2000 km from the capital. From the appearance of the first cases observed in Algeria during the month of March 2020, the government took firm measures to preserve the health and life of Algerian citizens, in particular: (i) closure of the borders (from March 2020 to May 2021); (ii) suspension of all types of transport within the country for the period from March to early December 2020; (iii) partial confinement of the population of cities affected by the pandemic, in several wilayas as well as in the capital Algiers (housing the headquarters of the national management of the project); (iv) closure of public places and postponement of cultural and scientific activities and meetings in public places.

From the beginning of 2021, the restrictions linked to the emergence of COVID-19 were gradually lifted and transport within the country resumed. To date, scheduled activities within the cultural park system are becoming normalized. It is expected that the work of the team in charge of the final evaluation will be able to take place regularly, both at level of the central project management unit in Algiers, and in the field with the cultural parks.

3. OBJECTIVE OF THE FINAL EVALUATION

The FE report should assess the achievement of project results against what was planned and draw lessons that can both improve the sustainability of the benefits of this project and contribute to the overall improvement of UNDP programming. The EF report promotes accountability and transparency, and assesses the extent of project achievements.

In accordance with UNDP/GEF project procedures, the independent terminal evaluation must be carried out within three months before the final meeting of the Steering Committee. The objective is to assess the impact and sustainability of the results, in particular the contribution of the project to capacity building and the achievement of environmental benefits/objectives of global interest. The final evaluation should also make recommendations for follow-up activities for the Ministry of Culture and the Arts and all project partners.

4. APPROACH AND METHODOLOGY

The FE report should provide credible, reliable and useful fact-based information.

The FE team should review all relevant sources of information, including documents developed during the preparation phase (such as the FIP, UNDP Inception Plan, UNDP Environmental and Social Risk Screening Procedure). UNDP/PDRES), project document, project reports including annual PMRs, project budget revisions, audit reports, lessons learned reports, national policy and legal documents and any other material that the evaluation team deems useful to substantiate this evaluation. The FE team should review the GEF focal area baseline and mid-term baseline indicators/monitoring tools, submitted to the GEF at the time of project document approval and at mid-term milestones ,as well as the core indicators/monitoring tools that must be completed before the start of the FE field mission.

The FE team should follow a participatory and consultative approach ensuring active involvement of the project team, government counterparts (the GEF operational focal point), implementing partners, UNDP country office , the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Stakeholder participation is essential to the success of FE. This mobilization must consist of interviews with the stakeholders who assume responsibilities related to the project, namely among others: officials of the Ministry of Culture and the Arts (Minister and SG, DCE, DCRPC, DEPDI, DAM, DPLBC); project managers from the UNDP and the Ministry of Foreign Affairs; the staff of the National Project Directorate (DNP); members of the project steering committee; a selection of key experts and consultants for the main technical aspects covered by the project. In addition, the FE team is supposed to carry out field missions to Tassili N'Ajjer CP, Ahaggar CP and Tindouf CP. On the intervention sites, interviews will be held with: local authorities at the level of wilayas and municipalities (Wali, APW and APC); PC office managers and staff; beneficiaries with the local population; representatives of civil society and associations; the private sector affected by the project activities, such as tourism operators and other project partners.

The design and specific methodology of the FE should emerge from consultations between the FE team and the aforementioned parties as to what is appropriate and feasible to achieve the purpose and objectives of the FE and answer the questions of assessment, given budget, time and data constraints. The FE team should use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and the SDGs, are integrated into the report from EF.

The final methodological approach, including the schedule of interviews, field visits, and data to be used in the evaluation, should be clearly outlined in the EF inception report and be thoroughly discussed and discussed. an agreement between UNDP, MCA, MAE, stakeholders and the FE team.

The final report should describe the overall approach taken for the EF and the rationale for this approach by making explicit the underlying assumptions, challenges, strengths and weaknesses regarding the methods and approach of the Evaluation.

5. DETAILED SCOPE OF THE FE

The RU should assess the performance of the project against the expectations set out in the project's log/results framework (see Annex A of the ToR). It should assess results against the criteria outlined in the Guidelines for Conducting Terminal Evaluations of UNDP-Supported and GEF-Financed Projects (<http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>).

The findings section of the FE report should cover the topics listed below. A complete presentation of the contents of the FE report is provided in Annex C of the ToR.

Criteria requiring scoring are marked with an asterisk (*). Findings

i. Project design/development

- National priorities and country ownership
- Theory of change
- Gender equality and empowerment of women
- Social and environmental protection measures
- Analysis of the results framework: project logic and strategy, indicators
- Assumptions and risks
- Lessons learned from other relevant projects (e.g. in the same focal area) incorporated into project design
- Planned stakeholder involvement
- The links between the project and other interventions within the sector
- Management methods

ii. Project implementation

- Adaptive management (modification of project design and project products during implementation)
- Real participation of stakeholders and real partnership agreements
- Financing and co-financing of the project
- Monitoring and evaluation: design at entry (*), implementation (*) and overall evaluation of M&E (*)
- Implementing partner (UNDP) (*) and MCA executing agency (*), overall project control/implementation and execution (*)
- Risk management, including environmental and social standards

iii. Project results

- Assess the achievement of results against indicators by reporting the level of progress for each objective and result indicator at the time of the FE and noting the final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall achievement of the project (*) 6
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*) and overall probability of sustainability (*)
- Country ownership
- Gender equality and empowerment of women
- Cross-cutting issues (poverty reduction, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, fundamental rights, capacity building, South-South cooperation, knowledge management, volunteerism, etc. ., According to the case)
- GEF additionality
- Catalyst role / Replication effect
- Progress towards impact

Main findings, conclusions, recommendations and lessons learned

- The FE team should include a summary of key findings in the FE report. Findings should be presented as statements of fact based on the analysis of the data.
- The conclusions section is written in light of the findings. Conclusions should be comprehensive and balanced, broadly supported by evidence, and consistent with the findings of the FE. They must highlight the strengths, weaknesses and results of the project, answer the main questions of the evaluation and provide food for thought for the identification and/or resolution of major problems or questions relevant to the beneficiaries of the project, UNDP and GEF, including gender equality and women's empowerment issues.
- The report should present concrete, practical, achievable recommendations for the intended users of the evaluation concerning the measures to be adopted or the decisions to be made. Recommendations should be specifically supported by evidence and linked to findings and conclusions related to the key issues addressed by the evaluation.
- The FE report should also include lessons that can be learned from the evaluation, including best practices regarding relevance, performance and success, which can provide insights gained from particular circumstances (programming methods and evaluation used, partnerships, financial levers, etc.) applicable to other GEF and UNDP interventions. Where possible, the FE team should include examples of good practice regarding project design and implementation.
- It is important that the conclusions, recommendations and lessons learned from the GE report integrate gender equality and the empowerment of women.

The dEF report will include an evaluation scoring table, as shown below: ToR Table 2: Evaluation scoring table

Monitoring and evaluation (M&E)		Rating1
M&E design at entry		
Implementation of the M&E plan		
Overall quality of M&E		
Implementation and Execution		rating
Quality of UNDP implementation/oversight		
Quality of execution by the implementing partner		
Overall quality of implementation/execution		
Evaluation of Results		Rating
Relevance		
Effectiveness		
Efficiency		
Rating of the overall project achievement		
Financial resources		
Socioeconomic		
Institutional and governance framework		
Environmental		
Overall likelihood of sustainability		

6. CALENDAR

The total duration of the EF will be approximately 34 working days on average) over a period of (14 weeks) starting 15/10/2021 The tentative schedule for the EF is as follows:

Calendar	Activity
27/07/2021	Closing of applications
05/08/2021	EF Team Selection
before 15/10/2021	Communication of project documents
before 05/11/2021	Review of documents and preparation of the initial FE report (4 days)
before 12/11/2021	Finalization and validation of the initial FE report – at the latest at the start of the FE mission (1 day)
From 20/11/2021	EF mission: meetings with stakeholders, interviews, field visits, etc. (17 days)

before 17/12/2021	Closing meeting of the mission and presentation of the first findings – at the earliest at the end of the EF mission
before 07/01/2022	Preparation of draft FE report (10 days)
before 14/01/2022	Review of draft FE report by project stakeholders
before 21/01/2022	Integration of comments on the draft FE report and finalization of the FE report and audit trail (2 days)
Before 28/01/2022	Preparation and validation of management response, publication of EF documents on ERC
before 28/01/2022	Closing workshop with stakeholders (optional)
Before 31/01/2022	Expected date of completion of the entire FE process

Options for site visits should be included in FE inception report

1 Achievements, effectiveness, efficiency, M&E, implementation/oversight and execution, relevance are rated on a six-point scale: 6=Highly Satisfactory (TS), 5=Satisfactory (S), 4=Moderately satisfactory (MS), 3=Moderately unsatisfactory (MI), 2=Unsatisfactory (I), 1=Very unsatisfactory (TI). Durability is rated on a four-point scale: 4=Likely (P), 3=Moderately Likely (MP), 2=Moderately Unlikely (MI), 1=Imlikely (I)

7. FE DELIVERABLES

#	Deliverable Element	Description	Calendar	Responsibilities
01	EF Initial Report	EF team clarifies EF objectives, methodology and timeline	At the latest two weeks before the EF mission: (20/11/2021)	FE team submits inception report to commissioning unit and project management
02	Presentation of the first conclusions	First findings	End of EF mission: (16/12/2021)	FE team presents findings to commissioning unit and project management
03	EF draft report	Full draft report (drafted using the content guidelines in Annex C of the ToR) with annexes	Within three weeks of the end of the EF assignment: (before 7/01/2022)	The RU team submits the draft report to the commissioning unit; it is then reviewed by the CTR, the project coordinating unit and the GEF PFO
04	Indicators	<p>During a particularly long-term project, the integration of intermediate indicators (measurable constantly over time), either in the logical framework or in the operational action plan is to be recommended, even if this is not specified in procedures. This makes it possible to draw up milestones which are alarms for good decision-making. This approach makes it possible to ensure easier follow-up in a timely manner to possibly take corrective measures if significant deviations from the intermediate indicators appear during the implementation of the project.</p> <p>In addition, subsidiary recommendation: In the context where many multi-stakeholder partners are involved in carrying out a project</p>		

		or when the gender concept is strongly included in the project's activities, it is appropriate to develop indicators specific to these two elements. This approach makes it possible to monitor and evaluate on a regular basis throughout the execution of the project, their real involvement and to take the necessary decisions in good time (source of information encouraging action)		
5	Final report of EF* + audit trail	Revised final report and RU audit trail in which the RU details how the comments received in the RU final report were acted upon (or not) (see the template in Annex H of the ToR)	Within one week of receiving comments on the draft report: (by 21/01/2022)	RU team submits both documents to commissioning unit

- ▾ All EF Final Reports will be subject to a quality review by the UNDP Independent Evaluation Office (IEO). For more details on the quality analysis of decentralized evaluations carried out by the IEO, please see section 6 of the UNDP Evaluation Guide2.

*Available at: <http://web.undp.org/evaluation/guideline/English/section-6.shtml> 9

8. PROVISIONS RELATING TO THE RU

The primary responsibility for managing the FE rests with the commissioning unit. The mandating unit for this FE project is the UNDP country office in Algeria.

The commissioning unit will contract the evaluators and ensure that the RU team has timely access to per diems and in-country travel facilities. The project team will be responsible for contacting the RU team in order to provide them with all the necessary documents, prepare the interviews with the stakeholders and organize the field visits.

9. RU TEAM COMPOSITION

A team of two independent evaluators will lead the TF – an international team leader (with experience of projects and evaluations in other regions) and a national expert. The team leader will be responsible for the overall design and writing of the FE report. The national expert will be responsible for working in a coordinated and complementary manner on all the aspects covered by the RU, according to his area of expertise.

The evaluators cannot have participated in the preparation, formulation, and/or implementation of the project (including the drafting of the Project Document), must not have carried out the mid-term evaluation of this project and must not have a conflict of interest in relation to the activities related to the project.

The evaluators will be selected so that the team has the maximum skills in environmental sciences, focusing on the conservation of eco-cultural heritage (natural and cultural heritage).

International consultant

Training

- Degree (or higher) in environmental sciences, with a focus on conservation natural and/or cultural heritage or any other closely related area (15%); Experience
- Recent experience in results-based management evaluation methodologies (10%);
- Experience in applying SMART indicators and redesigning or validating starting scenarios (5%);
- Skills in adaptive management, as applied to biodiversity conservation (10%);
- Experience in evaluation projects, particularly in GEF projects (10%);
- Professional experience in the Saharan region (10%);

- Professional experience of at least 10 years in relevant technical sectors (10%);
- Demonstrated understanding of issues related to gender and biodiversity conservation;

experience in gender-responsive evaluation and analysis (5%);

- Excellent communication skills (5%);
- Proven skills in analyzing and writing various documents/reports (5%);
- Experience in project evaluation/review in the UN system will be considered an asset (5%).
- Language Fluency in French, English and Arabic, written and spoken (10%)

10. ASSESSOR'S CODE OF ETHICS

The FE team is required to adhere to the highest ethical standards and sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles set out in the UNEG "Ethical Guidelines for Evaluation". The evaluator should protect the rights and confidentiality of informants, interviewees and stakeholders by taking steps to ensure compliance with legal codes and other relevant codes governing data collection and reporting. The evaluator must also ensure the security of the information collected before and after the evaluation and respect protocols aimed at guaranteeing the anonymity and confidentiality of the sources of information when this is provided for. Furthermore, information and data collected through the evaluation process should be used only for the evaluation and not for any other purpose without the express permission of UNDP and its partners.

11. PAYMENT TERMS

- Release of 20% of the payment after satisfactory submission of the final version of the FE inception report and after approval by the commissioning unit
- Release of 40% of the payment after satisfactory presentation of the draft FE report to the commissioning unit
- Release of 40% of the payment after satisfactory submission of the final FE report and after approval by the commissioning unit and the CTR (via signatures on the FE report approval form), and once the RU audit trail

Criteria to be met to issue the final payment of 40%³

³ The commissioning unit is required to make payments to the RU team as soon as the conditions provided for in the ToR are met. If there is an ongoing discussion between the commissioning unit and the FE team over the quality and completeness of the final deliverables, the regional M&E advisor and vertical fund management should be consulted. If necessary, the senior management of the commissioning unit, the procurement services unit and the legal support office will also be informed so that a decision can be made as to whether or not to withhold payment of any amount that may be due to the assessor or assessors, the suspension or termination of the contract and/or the removal of the contractor concerned from all relevant lists. For more details, see the UNDP Individual Contract Policy:

- The final EF report includes all the requirements set out in the EF ToR and follows the EF guidelines.
- The final EF report is clearly written, logically organized and specific to the project concerned (the text has not been copied and pasted from other mid-term evaluation reports).
- The audit trail includes responses and justifications for all comments identified.

In accordance with UNDP financial regulations, when the commissioning unit and/or the consultant determines that a deliverable or service cannot be satisfactorily provided due to the impact of COVID-19 and limitations on the 'EF, this deliverable or service will not be paid for.

Due to the current situation and the implications of COVID-19, a partial payment may be considered if the consultant has invested time in producing the deliverable but has not been able to ensure full delivery due to circumstances beyond his/her control.

12. Financial Proposal:

- Financial proposals must be "all-inclusive" and indicate a lump sum for the total duration of the contract. The expression "all-inclusive" means the inclusion of all costs (fees, travel expenses, subsistence allowance, etc.);

For travel expenses, the UN DSA rate is (to be completed for all travel destinations), which gives an indication of the cost of living at the duty station/destination. (Note: Individuals under this contract are not considered United Nations staff members and as such are not entitled to DSA. All subsistence allowances necessary to fulfill obligations under the ToR should be incorporated into the financial proposal, either as a per diem or as a lump sum.)

The lump sum is fixed independently of any changes that may occur in the costs incurred.

APPLICATION PROCESS ⁴ (Adjust this section if an approved list is used) Recommended proposal format:

- a) Letter of confirmation of interest and availability using the template⁵ provided by UNDP;
- b) Resume and Personal Profile (Form P11)⁶;
- c) Brief description of the work approach/technical proposal indicating the reasons why the person considers to be best placed to carry out the assigned mission, and proposed methodology indicating how he will approach and carry out the assigned mission (1 page max)
- d) Financial Proposal indicating the total all-inclusive amount of the contract and all other associated travel costs (airfare, per diem, etc.), breaking down the costs using the template attached to the Confirmation Letter template d) 'interest. In the event that a candidate works for an organization/company/institution and provides for the invoicing by his employer of a management fee relating to the procedure for his being made available to UNDP under a reimbursable loan agreement (RLA), the applicant should report it here and ensure that all associated costs are included in the financial proposal submitted to UNDP.

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

⁴ Recruitment of evaluators should be done in accordance with the Guidelines for Recruitment of Consultants in the POPP

<https://popp.undp.org/SitePages/POPPRoot.aspx>

⁵ <https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx> ⁶

http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

12 Proposal Evaluation Criteria: Only proposals that meet the criteria will be evaluated. Proposals will be evaluated using a multi-scoring method – where education and experience in similar functions will count for 70% and the proposed rate will count for 30% of the total score. The contract will be awarded to the candidate who achieves the highest combined rating and accepts the UNDP General Conditions.

	Criteria	rating
1	Academic qualification	15
2	-Professional experience of at least 10 years in technical sectors relevant to the project..... (10 points) -Professional experience in evaluation, preferably in connection with evaluations, particularly in GEF projects.... (10 points) - Experience in the application of SMART indicators and in the reworking or validation of starting scenarios and results-based management evaluation methodology (15 points);	35
2 bis	-Professional experience in the Saharan regions (5 points) -Demonstrated understanding of gender and environmental issues and/or experience in gender-sensitive assessment and analysis is desired(5 points);	10
3	- Proven ability to analyze and write various documents/reports(5 points);	10

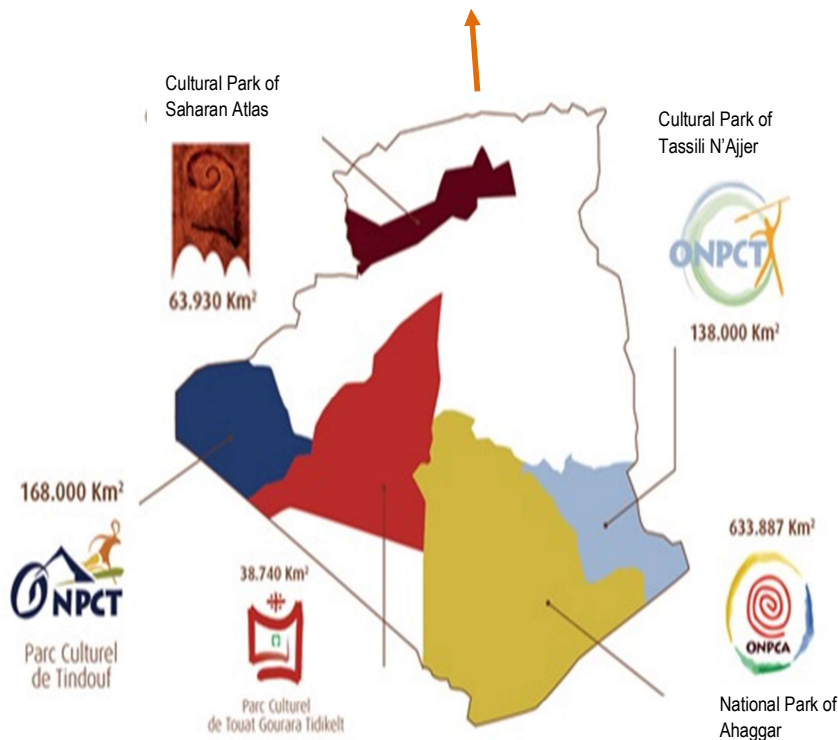
	- Communication and teamwork skills (5 points);	
4	Mastery of the French language and English language and the Arabic language (5 points)	5
5	Methodological note(10 points);	10
Total		70

All documents associated with the application should be emailed to the following address ONLY: email procurement.project.dz@undp.org by July 27, 2021. Incomplete applications will not be considered.

Annex No. 02: TE rating scales

Ratings for results, effectiveness, efficiency, M&E, implementation/monitoring, delivery, relevance	Durability ratings:
6 = Very Satisfactory (HS): exceeds expectations and/or no shortcomings	4 = Likely (L): negligible risks to sustainability
5 = Satisfactory (S): meets expectations and/or none or minor shortcomings	3 = Moderately Likely (ML): moderate risks to sustainability
4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings	2 = Moderately unlikely (MU): significant risks to sustainability
3 = Moderately Unsatisfactory (MU): Slightly below expectations and/or significant gaps	1 = Unlikely (U): serious risks to sustainability
2 = Unsatisfactory (U): significantly below expectations and/or major shortcomings	Unable to Assess (U/A): Unable to assess the expected impact and magnitude of sustainability risks
1 = Highly Unsatisfactory (HU): serious shortcomings	
Unable to assess (U/A): the information available does not allow an assessment	

Annex No. 03: Schematic map of the Project convergence zone North



Annex No. 04: List of documents examined

Project base Documents	
1	GEF Trust Fund: Project Identification Form (PIF), 22/04/2009
2	STAP Scientific and technical screening of the Project Identification Form (PIF), 05/20/2009
3	PRODOC. Project document. 167p
4	Checklist No. 3. Revision of the Project's logical framework. 09/11/2014. 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) 2016. GEF/UNDP. 33p
8	Project Implementation Review (P.I.R) 2018. GEF/UNDP.44p
9	Project Implementation Review (P.I.R) 2019. GEF/UNDP.61p
10	Project Implementation Review (P.I.R) 2020. GEF/UNDP.79p
11	Project Implementation Review (P.I.R) 2021. GEF/UNDP.93p
Project Implementation Monitoring Documents:	
12	Capacity Development Score card (Capacity Building Monitoring Instrument –ISEG). Year 2017. DNP 8p.
13	Capacity Development Score card (Capacity Building Monitoring Instrument –ISEG).
14	Ahaggar Cultural Park Office. Year 2017. National Project Management. 13p
15	Capacity Development Score card (Capacity Building Monitoring Instrument –ISEG
16	Tassili N aaaaaAjjjer Cultural Park Office. Year 2017. National Project Management. 15p.
financial tracking documents	
17	Financial Sustainability Tracking Tool. Year 2017. National Project Management. 18p.
18	Financial Sustainability Tracking Tool. Year 2021. National Project Management. 18p.T.N'Ajjer
19	Financial Sustainability Tracking Tool. Year 2021. National Project Management. 15p.the Ahaggar
20	UNDP. Annual Work Plan. Year 2013. Report Date: 29/10/2013. 11p.
21	UNDP. Annual Work Plan. Year 2014. Report Date: 18/12/2013. 9p
22	UNDP. Annual Work Plan. Year 2014. Report Date: 13/07/2014. 10p.
23	UNDP. Annual Work Plan. Year 2015. Report Date: 15/12/2014. 8p.

24	UNDP. Annual Work Plan. Year 2015. Report Date: 11/10/2016. 12p
25	UNDP. Combined Delivery Report. Period: Jan-Dec 2013. 4p.
26	UNDP. Combined Delivery Report. Period: Jan-Dec 2014. 4p.
27	UNDP. Annual Work Plan. Year 2013 (Excel file)
28	Financing tables for actions planned in the wilayas of Tamanrasset and Illizi for the year 2016 (Excel file). Project Monitoring & Evaluation Reports
Reports and Programs	
29	Project inception report. October 2013. 41p.
30	Implementation Report and Action Plan 2014. December 2013. 50p.
31	Monitoring and evaluation report n°2. 2014 Report and 2015 Action Plan. December 2014. 73p. 24.
32	Monitoring & evaluation report n°3. 2015 Report and 2016 Action Plan. December 2015. 67p. 25.
33	Monitoring and evaluation report n°4. First semester 2016. 66p.
34	Monitoring and evaluation report n°5. 2016 Report and 2017 Action Plan. December 2016. 71p. 27.
35	Monitoring and evaluation report n°6. 2017 First Half Report. June 2017. 71p.
36	Monitoring and evaluation report N.9 2018 report and 2019 action plan.73p
37	Monitoring and evaluation report N.11 2019 report and 2020 action plan.78p
38	Monitoring and evaluation report N.13 2020 report and 2021 action plan.162p
39	Rapport de suivi évaluation N.14 Bilan S1 2021.189p
Programs and action plans of the Project Units:	
40	Indicative action plan of the Project Management Units for the second half of 2016. DNP. June 2016. 8p.
41	Indicative eco-development program counting for the collaborative resource management agreement for the Iherir site. (Tassili N'Ajjer CP). June 2016. 4p.
42	Indicative eco-development program counting for the Collaborative Resource Management Agreement for the Meddak site. (Tassili N'Ajjer CP). June 2016. 6p.
43	Pilot ecotourism project "Heritages of TIHODAINE". Tassili N'Ajjer working group. October 2016. 6p.
44	Sectoral eco-development program within the framework of collaborative resource management agreements: agriculture sector. Ahaggar CP sites. 2p.
45	Sectoral eco-development program within the framework of collaborative resource management agreements: culture sector. January 2016. 6p.
46	Ecodevelopment and Collaborative Management within the framework of the project: approach and achievements. Ibrahim HESSAS, monitoring and evaluation officer (UGCP). December 2015. 20p.
47	Sectoral eco-development program within the framework of collaborative resource management agreements: environment sector. Ahaggar CP sites. January 2016. 2p
48	Sectoral eco-development program within the framework of collaborative resource management agreements: forestry sector. Ahaggar CP sites. January 2016. 2p
49	Sectoral eco-development program within the framework of collaborative resource management agreements: water resources sector. Ahaggar CP sites. January 2016. 2p. 38.
50	Sectoral eco-development program within the framework of collaborative resource management agreements: national solidarity sector. Ahaggar CP sites. January 2016. 2p. 39.
51	Sectoral eco-development program within the framework of collaborative resource management agreements: tourism sector. Ahaggar CP sites. January 2016. 2p
52	Eco-development program counting for the sectoral commitment within the framework of collaborative management agreements: Taessa site. Ahaggar CP. December 2015. 5p. 41.
53	Eco-development program counting for the sectoral commitment within the framework of collaborative management agreements: priority site of Taessa. Ahaggar CP. December 2015. 5p.
54	Eco-development program counting for the sectoral commitment within the framework of collaborative management agreements: priority site of Tefedest . Ahaggar CP. December 2015. 5p.
55	Eco-development program counting for the sectoral commitment within the framework of collaborative management agreements: priority site of Tihodaïne. CP Tassili N'Ajjer. December 2015. 5p.
56	Indicative action plan of the local project management units for the second half of 2016. 8p.
Collaborative management agreements:	
57	Collaborative management agreement with the population of IHRIR (wilaya of Illizi)
58	Collaborative management agreement with the population of Meddak (wilaya of Illizi)
59	Collaborative management agreement with the population of Serkout (wilaya of Tamanrasset)
60	Collaborative management agreement with the population of Taessa (wilaya of Tamanrasset)
61	Collaborative management agreement with the population of Ideless (wilaya of Tamanrasset)
62	Accord de gestion collaborative avec la population du Tihoudaine (wilaya d'Illizi)
63	National biodiversity strategy and action plans (2016-2030). Ministry of Water Resources and Environment.

	Developed with support from GEF and UNDP.
Feedback Workshops organized by the Project	
64	Recommendations of the Workshop of the wilaya of Tamanrasset for the identification of national co-financing for the year 2015 within the framework of the implementation of the activities of the project "Conservation of biodiversity of global interest and the sustainable use of ecosystem services in cultural parks in Algeria. Tamanrasset from 17 to 18/12/2014
65	Recommendations of the Workshop of the wilaya of Illizi for the identification of national co-financing for the year 2015 within the framework of the implementation of the activities of the project "Conservation of biodiversity of global interest and sustainable use ecosystem services in cultural parks in Algeria. Illizi from 28 to 29/12/2014.
Reports	
66	Report of the co-financing and collaborative management workshop within the framework of the Project. Alger. 9/12/2015. 9p.
67	Report of the co-financing and collaborative management workshop within the framework of the Project. Illizi. From 20 to 21/12/2015
68	Report of the co-financing and collaborative management workshop within the framework of the Project. Tamanrasset. From 06 to 07/01/2016. 18p.
69	Report of the co-financing and collaborative management workshop within the framework of the Project. Tamanrasset. 01/25/2017. 21p.
70	Report of the co-financing and collaborative management workshop within the framework of the Project. Illizi. From 18 to 19/01/2017. 23p.
71	Report of the workshop on the basic strategy for the development of national tourism in the Cultural Parks of Ahaggar and Tassili N'Ajjer. Tazrouk (Tamanrasset). 28 to 30/10/2016. 5p.
72	Recommendations of the Workshop on co-financing and collaborative management of January 18 and 19, 2017 in Illizi. 2p.
73	Report of the Workshop on "Methodological approach for the development of a Strategic Orientation Plan and the regulatory text on the General Plan for the Development of Algerian Cultural Parks. Laghouat. 24 and 25/11/2016. 6p.
Consultation notice	
Notice consultation	National consultation notice n°1/2017 for the recruitment of a team of consultants in charge of supporting the development and management policy of Algerian cultural parks
Notice consultation	National consultation notice n°2/2017 for the recruitment of an expert in eco-development and collaborative management for the Tindouf cultural park
76	National consultation notice n°3/2017 for the recruitment of an expert in the design and integration of a cultural services monitoring module.
77	National consultation notice No. 4/2017 for the recruitment of an expert in support-advice, infrastructure construction and development of archaeological and cultural sites.
78	National consultation notice n°5/2017 for the recruitment of an expert in sustainable tourism support-advice service.
79	National consultation notice n°6/2017 for the recruitment of a capacity building and training expert.
80	Copies of the permanent contracts (21) signed between the DMP and the staff recruited for the Project
81	Consulting contract n°0013/DNP/2016 for Abdelmounaim SAFIA, GIS expert, for a study to assess the environmental profile of the Saharan Atlas Cultural Park. 70. Consulting contract n°0014/DNP/2016 for Saad DJAKBOUB, socio-economy expert for a study assessing the environmental profile of the Saharan Atlas cultural park.
82	Consulting contract n°0015/DNP/2016 for Amina FELLOUS DJARDINI, Zoology expert, for a study evaluating the environmental profile of the Saharan Atlas Cultural Park.
83	Consulting contract n°0016/DNP/2016 for Mohamed KAABACHE, Ecologist expert, for a study evaluating the environmental profile of the Saharan Atlas Cultural Park.
84	Consulting contract n°0017/DNP/2016 for Mohammed KOUIDRI, Botanist expert, for a study evaluating the environmental profile of the Saharan Atlas Cultural Park. Biodiversity monitoring framework
85	Monitoring and observation framework for the acacia site 75. Monitoring and observation framework for a megatranssect
86	Framework for monitoring and observing a transect
National strategies	
87	National action plan for the environment and sustainable development (PNAE-DD) (2011). Ministry of Territorial Planning and the Environment. 128p.
88	National strategy and national action plan for biodiversity 2016-2030. Ministry of Water Resources and

	Environment. 158p.
89	Alignment of the national action plan to combat desertification with the ten-year strategy 2008-2018. Ministry of Agriculture and Rural Development (2011). 56 p.
90	National strategy for ecosystem management of wetlands in Algeria. Directorate General of Forests.73p.
Miscellaneous reports	
91	Technical report of the mission to monitor the implementation of project activities from 6 to 12 May 2017. 31p.
92	Summary report of the study trip to Jordanian protected areas. September 2016. 9p.
93	Mission administrative report. Workshop on co-financing and collaborative management on January 18 and 19, 2017 in Illizi. HESSAS Ibrahim. Responsible for monitoring and evaluation. 2p.
94	Methodological note for the development of a strategic orientation plan for Algerian Cultural Parks. 1st Report. Planning Expert: ARABI Mourad. September 2016. 33p.
95	Methodological note for the development of a general plan for the development of Algerian Cultural Parks. 2nd Report. Planning Expert: ARABI Mourad. September 2016. 21p. 86.
96	Report on the development of a training module for capacity building for the implementation of eco-development and collaborative management activities in Algerian cultural parks. October 2016. 17p.
97	Synthesis report on biodiversity and ecosystem services in the Tindouf Cultural Park. 15p.
Legislative and regulatory texts	
98	Law No. 11-02 of February 17, 2011 relating to protected areas
99	Law No. 10-02 of June 29, 2010 approving the National Plan for the Development of Territory. Official Journal of the RADP. No. 61 of 21/10/2010.
100	Law No. 04-03 of June 23, 2004 on the protection of mountain areas
101	Law No. 03-10 of July 19, 2003 on the protection of the environment in the context of sustainable development,
102	Law No. 01-20 of November 12, 2001 on the planning and sustainable development of the territory
103	Law N°98-04 and the National Plan for the Protection and Enhancement of Archaeological and Historical Sites
104	Law n°83-03 of February 05, 1983 relating to the protection of the environment
105	Executive Decree No. 16-259 of October 10, 2016 establishing the National Commission and Wilaya Commissions for Protected Areas. Official Journal of the RADP n°60°2016.
106	Executive Decree No. 15-207 of June 27, 2015 setting the terms for the development of the National Action Plan for the environment and sustainable development. Official Journal of the RADP n°42/2015.
107	Executive Decree No. 15-207 of June 27, 2015 setting the terms for the development of the National Action Plan for the environment and sustainable development. Official Journal of the RADP n°42/2015.
108	Executive Decree No. 14-333 of December 2, 2014 supplementing Executive Decree No. 11-254 of July 14, 2011 establishing the compensation scheme for civil servants belonging to specific forest administration bodies. Official Journal of the RADP n°70 of 7/12/2014.
109	Executive Decree No. 11-443 of December 26, 2011 on the special status of civil servants belonging to research support staff. Official Journal of the RADP n°70 of 27/12/2011.
110	Executive Decree No. 11-257 of July 30, 2011 establishing the compensation scheme for civil servants belonging to specific bodies of the administration responsible for agriculture. Official Journal of the RADP n°42 of 31/07/2011.
111	Executive Decree No. 11-127 of March 22, 2011 on the special status of civil servants belonging to specific forest administration bodies. Official Journal of the RADP n°18 of 23/03/2011.
112	Executive Decree No. 09-407 on the creation, organization and operation of the Saharan Atlas Cultural Park
113	Executive Decree No. 08-383 of November 26, 2008 on the special status of civil servants belonging to specific bodies of culture. Official Journal of the RADP n°68 of 3/12/2008.
114	Executive Decree No. 08-158 on the creation, organization and operation of the Touat-Gourara-Tidikelt Cultural Park
115	Executive Decree No. 08-159 on the creation, organization and operation of the Tindouf Cultural Park
116	Executive Decree No. 08-286 of September 17, 2008 on the special status of civil servants belonging to specific bodies of the administration responsible for agriculture. Official Journal of the RADP n°53 of 17/09/2008.
117	Executive Decree No. 08-131 of May 3, 2008 on the special status of permanent researchers. Official Journal of the RADP n°23 of 4/05/2008.
118	Executive Decree No. 08-04 of January 19, 2008 on the special status of civil servants belonging to bodies common to public institutions and administrations. Official Journal of the RADP n°03 of 20/01/2008.
119	Presidential Decree No. 07-308 of September 29, 2007 setting the procedures for recruiting contract agents, their rights and obligations, the components of their remuneration, the rules relating to their management and the disciplinary regime applicable to them. Official Journal of the RADP n°67 of 30/09/2007.
120	Presidential Decree No. 07-307 of September 29, 2007 setting the conditions for allocating the index bonus to

	holders of senior positions in public institutions and administrations. RADP Official Journal n°61 30/09/07.
121	Presidential Decree No. 07-304 of September 29, 2007 setting the salary index scale and the remuneration system for civil servants. Official Journal of the RADP n°61 of 30/09/2007.
122	Presidential Decree No. 07-305 of September 29, 2007 amending Executive Decree No. 90-228 of July 25, 1990 setting the mode of remuneration applicable to civil servants and public officials exercising higher State functions. Official Journal of the RADP n°61 of 30/09/2007.
123	Presidential Decree No. 07-306 of September 29, 2007 establishing the compensation scheme for civil servants and public officials exercising higher State functions. Official Journal of the RADP n°61 of 30/09/2007.
124	Executive Decree No. 83-509 of August 20, 1983 on the protection of protected non-domestic animal species.
125	Executive Decree No. 96-98 of March 6, 1996 determining the list and content of special books and registers mandatory for employers. Official Journal of the RADP n°17 of 13/03/1996.
126	Interministerial instruction specifying the methods of application of the executive decree n°95-28 of January 12, 1995 fixing the particular advantages allotted to the qualified personnel of the State, the local communities and the establishments and public organizations exerting in the wilayas of Adrar, Tamanrasset, Tindouf and Illizi. Ministry of Finance and General Directorate of Public Service. 01/12/1995.
Minutes of meetings	
127	Minutes 5p.
128	Minutes July 2017. 5p.
129	Minutes n°01/2015 of the Project Steering Committee meeting of January 29, 2015.
130	Minutes n°01/2015 of the Project Steering Committee meeting of January 29, 2015.
131	Minutes n°01/2016 of the Project Steering Committee meeting of February 5, 2016. 5p
132	Minutes n°01/2017 of the meeting of the Project Steering Committee of April 06, 2017. 7p.
133	Minutes n°02/2017 of the extraordinary meeting of the Project Steering Committee of 09 of the working session of 07/19/2016. Tamanrasset UGL. 3p. of the working session of 07/24/2016. UGL of Tassili-N'Ajjer. 4p. Communications from UGC and UGL executives during the MTR
Powerpoint presentation	
134	Powerpoint presentation of 7/09/2017 by Mr. Ibrahim HESSAS, in charge of monitoring and evaluation (UGCP) on eco-development and collaborative management within the framework of the project.
135	Power Point presentation of 7/09/2017 by Miss Wafa AMOURA, Project Technical Assistant, on the expertise carried out within the framework of the project.
136	Powerpoint presentation of 7/09/2017 by Mr. Ibrahim HESSAS, in charge of monitoring and evaluation (UGCP) on eco-development and collaborative management within the framework of the project.
137	Powerpoint presentation of 7/09/2017 by Mr. Abdenour MOUSSOUNI, in charge of planning (UGCP), on the biodiversity monitoring system in Algerian cultural parks.
138	Power Point presentation of 8/09/2017 by Ms Narimane SAHEB, communication officer (UGCP)
139	Power Point presentation of 8/09/2017 by Mrs. Feriel MAACHOU, in charge of the Geographic Information System (UGCP) within the framework of the project, on the GIS in the Algerian cultural parks
140	Power Point presentation of 09/09/2017 by Mr. Abdelouahab ABOUDA, in charge of Communication within the framework of the project (UGL of Tamanrasset), on the activities of IEC SIG in the Ahaggar cultural park.
141	Power Point presentation of 09/09/2017 by Mr. Abderrahmane BALLAH, responsible for eco-development and collaborative management (UGL Tamanrasset) within the framework of the project, on eco-development activities in the Ahaggar cultural park .
142	Power Point presentation of 09/09/2017 by Mr. Abdelhamid HADDADI, in charge of biodiversity (UGL Tamanrasset) within the framework of the project, on biodiversity monitoring activities in the priority sites of the Ahaggar cultural park.
143	Power Point presentation of 09/16/2017 by Mrs. Djamil BELTOU, communication officer (UGL du Tassili) within the framework of the project, on information and communication activities in the Tassili N'Ajjer cultural park.
144	Powerpoint presentation of 09/16/2017 by Mr. Bilal GUEROUI, in charge of biodiversity (UGL du Tassili), on the wetlands of the Tassili N'Ajjer cultural park.
145	Power Point presentation of 09/16/2017 by Mr. Farid OUBRAHAM of the Tassili N'Ajjer cultural park.
146	Power Point presentation of 09/16/2017 by Mr. Abdelmadjid BEKOU, in charge of eco-development and collaborative management (UGL du Tassili) as part of the project in the Tassili N'Ajjer cultural park.
147	Power Point presentation of 7/09/2017 by Ms Chérifa BENSADDEK, tourism expert on the strategy of sustainable tourism in PCs.
148	Power Point presentation of 7/09/2017 by Mr. Aissa MOALI, expert in sociology, on the evaluation of the socio-cultural profile of the Touat-Gourara-Tidikelt cultural park.
Notes	
149	Note on the integration into the Public Service of staff recruited under the Project. Prepared by Ibrahim HESSAS, Monitoring and Evaluation Officer (UGCP). March 2017. 7p.

150	Note on the preparation of the mid-term evaluation of the project. Prepared by Ibrahim HESSAS, Monitoring and Evaluation Officer (UGCP). March 2017. 33p. Other documents
151	World Bank Group. Monitoring report of the economic situation of Algeria. Spring 2017. 40p.
152	Ford, R. (2006, January 5) Challenges ahead for Algeria in 2016. Retrieved from http://www.mei.edu/content/article/challenges-ahead-algeria-2016 .
153	GEF (2011) The GEF Monitoring and Evaluation Policy 2010. Global Environment Facility Evaluation Office, Washington.
154	UNDP (2009) Handbook on planning, monitoring and evaluating for development results. UNDP, New York.
155	UNDP-GEF (2014) Directives pour la conduite de l'examen à mi-parcours des projets appuyés par le UNDP et financés par le GEF. UNDP-GEF, New York.
156	World Heritage (2015) Culture-Nature Links. No. 15, Unesco Publishing. 88p.
157	Solana, J. (2016, March 7) These are Algeria's big challenges and opportunities. Retrieved from. 149. Synthèse sur le cofinancement du projet. Janvier 2017.
158	Diachronic study on the evolution of the main ecosystems of Tassili-Ahaggar. Report of the 4 missions of the expert ARAB Abdesselam. 81p.
159	Diachronic study on the evolution of the main ecosystems of Tassili-Ahaggar. Botanical summary report by expert ARAB Abdesselam. 23p
160	Project Status Note as of November 30, 2013. Dated 2/12/2013. 23p. 153. Maps of the six priority sites
161	List of Project staff
Other documents	
162	PIR 2014 ; PIR 2015 Phase 2 ;
163	GEF 7 MTR/TE Template for co financing June 27,2019
164-167	ALG 4153 Prodoc final version October 23, 2012; ALG 4153 MTR UNDP 4153 GEF 3952 Tracking Tools FSC-METT 2017 Edited YdSjan 2020; ALG 4153 New Logframe for jessie; ALG 4153 MTR Capacity Development Score card;
168	PIF form identification Project

Annexe 05 : Itinéraire de la mission d'EF, y compris le résumé des visites sur le terrain

DATE	DESIGNATION OF THE INTERVENTION
08.12.2021	Morning: Departure to Tamanrasset (Ahaggar cultural park)
	Afternoon: Organization of a participatory workshop with the staff of PC Ahaggar
09.12.2021	Morning: Continuation of the participatory workshop with the staff of the ONPCA and the UGLP-PC Ahaggar and the local partners (Environment, forest, water resources, tourism, DAS...etc) and associations
	Afternoon: Visit to the Tagmart area / Discussions with local people (overnight in Tarhenanet)
10.12.2021	Morning: Visit to the village of Tarhenanet (eco-development projects and discussions with local populations). Sewing workshop visit
	Afternoon: Visit to the priority site of Taessa (region) and return to Tamanrasset
11.12.2021	Transfer by road from Tamanrasset to Djanet (all day)
12.12.2021	Morning: Organization of a participatory workshop with the staff of the ONPCT and the UGLP-PC Tassili, the local partners (Environment, forest, water resources, tourism, DAS...etc) and associations.
	End of the day: Visit to the village of In Aberber (ecodevelopment projects and discussion with the local population, beneficiaries and local partners (associations and partner sectors, local unit team recruited by the project) / Visit to Ksar Taghourfit
13.12.2021	Travel to Ihrir (Ramsar site and priority site of the project), visit to the site of Dider and Torsset (Eco-development project and discussion with the local populations (Visit and overnight stay in Illizi
14.12.2021	Morning: Visit to local authorities Wali of Illizi and partners of the forest and environment project)
	Early afternoon: return to Algiers by Illizi (overnight stay in Algiers)
17.12.2021	Morning: Transfer from Algiers to Tindouf
	Afternoon: Organization of a participatory workshop with the staff of the ONPCT and the UGLP-PC Tindouf, the local partners ('Environment, forest, water resources, tourism, DAS...etc) and association
18.12.2021	All day: Visit to the municipality of Oum Lassel and visit of the eco-cultural projects carried out within the framework of the project: headquarters of the division, museum and interpretation center. In the evening at the hotelmeeting with association partners

19.12.2021	Morning: Visit a traditional craft workshop in Tindouf Afternoon: Return to Algiers
	Afternoon: Return Tindouf - Algiers - End of the mission Visit of the three PCs
Périodfrom 22 to 28.12.2021	Zoom meetings: Continuation of individual interviews with Partners and further analysis of indicators with the PPCA Project team

Annex No. 06: Summary list of main stakeholders	
Main stakeholders	Role in the Project
Central Level	
GEF	Lead Donor Establishment of a tool to monitor Progress towards the achievement of results
UNDP	Executing agency of the GEF, provides project assistance services at the request of the Ministry of Culture,
UNESCO	Collaboration between the Project and the World Heritage Center.
Ministry of Foreign Affairs,	Main coordination agent between the Algerian government and the UNDP/GEF.
Ministry of Culture	Responsible for the implementation of the project at the national level
Ministry of Finance	Ensures the financing of the cultural parks as well as the co-financing retained within the framework of the Project
Ministry of water resources,	Contribution of technical and financial resources within the framework of co-financed activities. Involved in the co-financing of the "collaborative management of biodiversity" section "
Ministry of Energy and Mines	Contribution of technical and financial resources within the framework of co-financed activities. Involved in the co-financing of the "collaborative management of biodiversity" section
Ministry of Agriculture	Contribution of technical and financial resources within the framework of co-financed activities. Involved in the co-financing of the "collaborative management of biodiversity" section
Ministry of Intérieur,	Contribution of technical and financial resources within the framework of co-financed activities. Involved in the co-financing of the "collaborative management of biodiversity" section
Ministry of Environnement,	Contribution of technical and financial resources within the framework of co-financed activities. Involved in the co-financing of the "collaborative management of biodiversity" section
General Directorate of Forests Fôrets	Contribution of technical and financial resources within the framework of co-financed activities. Involved in the co-financing of the "collaborative management of biodiversity" section
Ministry of Urbanism	Contribution of technical and financial resources within the framework of co-financed activities. Involved in the co-financing of the "collaborative management of biodiversity" section
Ministry of Public Works	Contribution of technical and financial resources within the framework of co-financed activities. Involved in the co-financing of the "collaborative management of biodiversity" section
Ministry of Small and Medium industry	Contribution of technical and financial resources within the framework of co-financed activities. Involved in the co-financing of the "collaborative management of biodiversity" section
Ministry of Tourism and Handicrafts	Contribution of technical and financial resources within the framework of co-financed activities. Involved in the co-financing of the "collaborative management of biodiversity" section
Ministry of Vocational Training and INFEP	Development, in collaboration with the project, of educational and extracurricular tools on the theme of Biodiversity

Ministère de l'éducation	Development, in collaboration with the project, of educational and extracurricular tools on the theme of Biodiversity
Ministère de l'enseignement supérieur	Development of tools with the help of the project include a bachelor's degree and a university master's degree in ecoculture heritage management
CNRA	
At a Local level Wilaya	
Offices of Cultural Parcs	Interventions in all Project activities
Regional offices of the various ministries involved in the project	field implementation of project activities within the framework of co-financing
Private Touristic Agencies	Signature of sustainable tourism charters initiated by the project
National TV and local radios	Interviews with Project Managers and dissemination of videos related to biodiversity
The users of the resources in the PCs.	Beneficiaries of project actions. Participate in the protection of biodiversity and population resource in terms of knowledge and know-how related to biodiversity

Annex No. 07: List of Interviewed Persons

N°	Name	Function
		UNDP
1	Mrs Blerta Aliko	Resident Representative UNDP Algiers
2	Mr Yves de Soyès	Regional Technical Advisor UNDP Brussels Representation Office
3	Mr Jonathan Derio	Resident Assistant UNDP Algiers
4	Mrs Faiza Bendriss	Team Leader Nature Climate and Energy Portfolio UNDP Algiers
5	Mr Sofiane Dih	RBM Analyst UNDP Algiers
		National Project Directorate
6	Mr Salah Amokrane	National Director of the PPCA project
7	Mrs Wafa Amoura	PPCA Project Coordinator
9	Mr Salim Mouici	Administration and Finance Assistant
10	Mr Ibrahim Hesses	In Charge of S&E
11	Mr Abdenour Moussouni	In Charge of planification
13	Mrs Narimane Saheb	In Charge of Communication
14	Mr Reda Bahlouli	Chargé de la Biodiversité
15	Mr Abderrahmane Tikouk	In Charge of Audiovisual
16	Mrs Samiha BAYARASSOU	In Charge of SIG
17	Mrs Amira NAIT SEDDIK	In Charge of Tourism
18	Mrs Saliha BENCHATER	In Charge of Administration
19	Mrs Soumiya GUENFOUD	Administrative Assistant
20	Mr Amine OUALI	Head of general resources
21	Mrs Rachida KACI	In Charge of Archives
		Ministry of Culture and Arts
22	Mr Zouhir Bellalou	Secretary General of the Ministry of Culture and the Arts
23	Mr. Younes Babanedjarr	President Project Steering Committee PPCA

24	Mrs Nawel Dahmani-Younsi	Director of Prospective Studies of Documentation and IT
25	Mrs Nabila CHERCHALI	Director of Conservation and Restoration of Cultural Heritage
26	Mr Zine-Eddine Khalfaoui	Deputy Director of Cooperation and Exchanges
27	Mrs Fatiha Remagui-Temam	Director of cooperation and exchanges
28	Mr Hacen MEKKI	Director of cooperation and exchanges
29	Mrs Zineb	Legal Affairs Department
		Experts recruited by the project
31	Mr ZoubirSahli	Agroeconomist Project Consultant Expert
32	Mr Mourad Betrouni	Archaeologist Expert Project Consultant
33	Mr AissaMoali	Ecologist Expert Project Consultant
34	Mr MdjidDjebarra	Agroeconomist Project Consultant Expert
		Institutional Representatives
35	Mr AthmaneMehadji	Deputy Director in charge of Cooperation M Foreign Affairs
36	Mrs Kabouyallhem	Chief Financial Officer
37	Mrs. BESSAI SAMIA	Water resources
38	Mrs Laouarsaida	Ministry of environnement
39	Mr KoudilSeddik	Central Director Ministry of Vocational Training
40	Mr Taieb Abdenour	Deputy Director at the Ministry of the Interior and Local Authorities
41	Mrs.RachidaZaddem	President of the UNESCO Algeria Culture Commission
42	Mrs Lydia Nait Kaci	Officer in charge of the Protected Areas and Biodiversity Department of the Environment
43	Mrs Amal Soltani	Director of CNRA
44	Mrs Benabrouche	CNRA
45	Mr Hakim Metref	Horizons journalist
46	Mr Noureddine Saad	National TV channel 4 (in Tamazight language)
		Ahaggar Cultural Parc
47	Mr Hamoud AMERZAGH	Director
48	Mr Mohamed BELGHOUL	Département Chief
49	Mr Abdelkrim GHARICHE	Engineer under direction Tamanrasset
50	Mr Moussa GAHOU	Senior Agriculture Technician
51	Mr Abbdelhouab ABOUDA	In Charge of IEC
52	Mr Abdelhamid HADDADI	In Charge of Biodiversity
53	Mr Ismail GHALISSOU	Senior Agriculture Technician
54	Mr Mohamed Ali OUARIDHINE	Senior Agro meteorology Technician
55	Mrs Fatima GHIZLANE	In Charge of communication
56	Mrs Fatma HMADOU	Agronomist
57	MrsAsmaa ZENANI	Environmental engineer
58	Mrs Mouna BEN SEBGAG	ONPCA technical staff
59	Mrs Samiha BOUKTHIR	ONPCA technical staff
60	Mrs Samiha TOUIL	ONPCA technical staff
61	Mr Saleh HAMOU AISSA	ONPCA technical staff
		Tassili N'Ajjer Cultural Park
62	Mrs Fatima TAGABOU	Director of ONPCTN

63	Mr Karim BOUMHALA	Head of administrative department
64	Mr Salim OUBRAHAM	ULGP Coordonator
65	Mrs Djamila BELTOU	In Charge of communication
66	Mr Abdelmadjid BAKOU	In Charge of Ecodevelopment
67	Mr Bilal GUERROUI	In Charge of biodiversity
68	Mr Aissa AGAHMED	Facilitator
Tindouf Cultural Park		
69	Mr Hmida HAIDAS	Director of ONPCT
70	Mr Salah SEBIH	Head of study and research department at ONPCT
71	Mrs Hadja KENNATA	Communications officer at the ONPCT
72	Mrs Zoulikha HAIDAS	Head of inventory department at ONPCT
73	Mr Ibrahim Salem ZRIBIA	Supervisor at the ONPCT
74	Mrs Kaouther ABID	In Charge of Biodiversity at the ONPCT
75	Mrs Ouarda BELLAL	Head of legal protection department at ONPCT
76	Mrs Maryen BOUACIDIA	Head of conservation department at ONPCT
77	Mr Mohamed BOUSSEHINE	GIS Officer at ONPCT
78	Mr Mohamed BOUGHALIA	Tindouf Forest Conservator
79	Mr Abdelmoumen	Deputy Conservator of Forests Tindouf
80	Mr HalimHafir	Engineer Office of National Parks DGF
81	Mr Ahmed KAROUMI	Directorate of Agricultural Services of Tindouf
82	Mr yahyaoui KOURI	Secretary general of the municipality Oum Lassel
83	Mr Mohamed HAIDAS	President of the APC of the municipality of Oum Lassel
84	Mr Ali SELMI	Head of Division Oum Lassel ONPCT
85	Mr Mohamed MENSOURI	President of the Chamber of Crafts and Trades Tindouf
86	Mr Mostafa SAGHI	Energy management representative
87	Mr Mohamed BOUGHALIA	Conservator of Tindouf forests
88	Mr Abdellah MOUACHI	Director of the environment of Tindouf
89	Mr Mohamed BOUSHAB	Director of Tourism and Crafts of Tindouf
90	Mrs.Meriem YOUSSEFET	Journalist at the regional radio of Tindouf
Régional Directions		
91	Mr Tarek EL AIB	Representative of the Department of Culture Wilaya Tamanrasset
92	Mr Omar BENCHIKH	Director of Environment Wilaya Tamanrasset
93	Mr Fethi BOUGUEMOUZA	Manager of the DASS Tamanrasset
94	Mr Abdessalam ARAB SAID	Head of the Fauna and Flora Protection Department (conservation of Illizi Forests)
95	MrAbdelwahab BRIHOUME	Directorate of Agricultural Services of Tamanrasset
96	Mrs Karima AMROUS	Tamanrasset Water Resources Department
97	Mr Reda BENCHBIBA	Conservation of Tamanrasset forests
98	Mr Mohamed BEN BAHANE	Direction of professional training and education of Tamanrasset
LOCAL ADMINISTRATIONS		
99	Mr Ahmed Belhadad	Wali of Illizi
100	Mr Salah HEFFACHE	Illizi's P/APW
101	Mr Messaoud ABDELLI	Representative of the APC Bordj El Houès
Associations and local populations		

102	Association feMrss artisanes	Tarhenanet Ahaggar Cultural Park
103	Association feMrss artisanes	In abaghabagh cultural park of Tassili n'Ajjer
104	Association feMrss artisanes	Tindouf Tindouf Cultural Park
105	Association feMrss artisanes	Oum Lassel cultural park of Tindouf
106	AssociaationTghorfit	Ksar El Mihan cultural park of Tassili n'Ajjer
107	Population locale Tagmart et Tarhenanet	Priority site Taessa Ahaggar Cultural Park
108	Population locale Torset	Priority site Meddak cultural park of Tassili n'Ajjer
109	Association Atakor	Ahaggar Cultural Park
110	Association Malek Benabi	Tindouf Cultural Park
111	Association JIL Aqlem	Tindouf Cultural Park

Appendix No. 08: Questions asked to interviewees

We have tried to moderate the interviewees in quantitative and qualitative form, striving in particular to evaluate the results achieved, but above all to capture in these people their thoughts on the interactions they have had with the project, their vision presents with regard to these cultural parks for each of the different actors, the perspectives of the project, its development, its sustainability and what remains, according to them, to be undertaken

This is how the following questions were addressed, initially to the authorities responsible for implementing the project:

- What is the performance of the project in terms of achieving the expected results (taking into account the indicators and the development objective)?
- What were the relevance, effectiveness, efficiency, impact and sustainability of the results obtained?
- What is your medium-term vision of the future of the actions of this project?
- What needs to be done or proposed for its sustainability, continuity, development
- What actions do you consider essential to ensure the improvement of the activities undertaken?

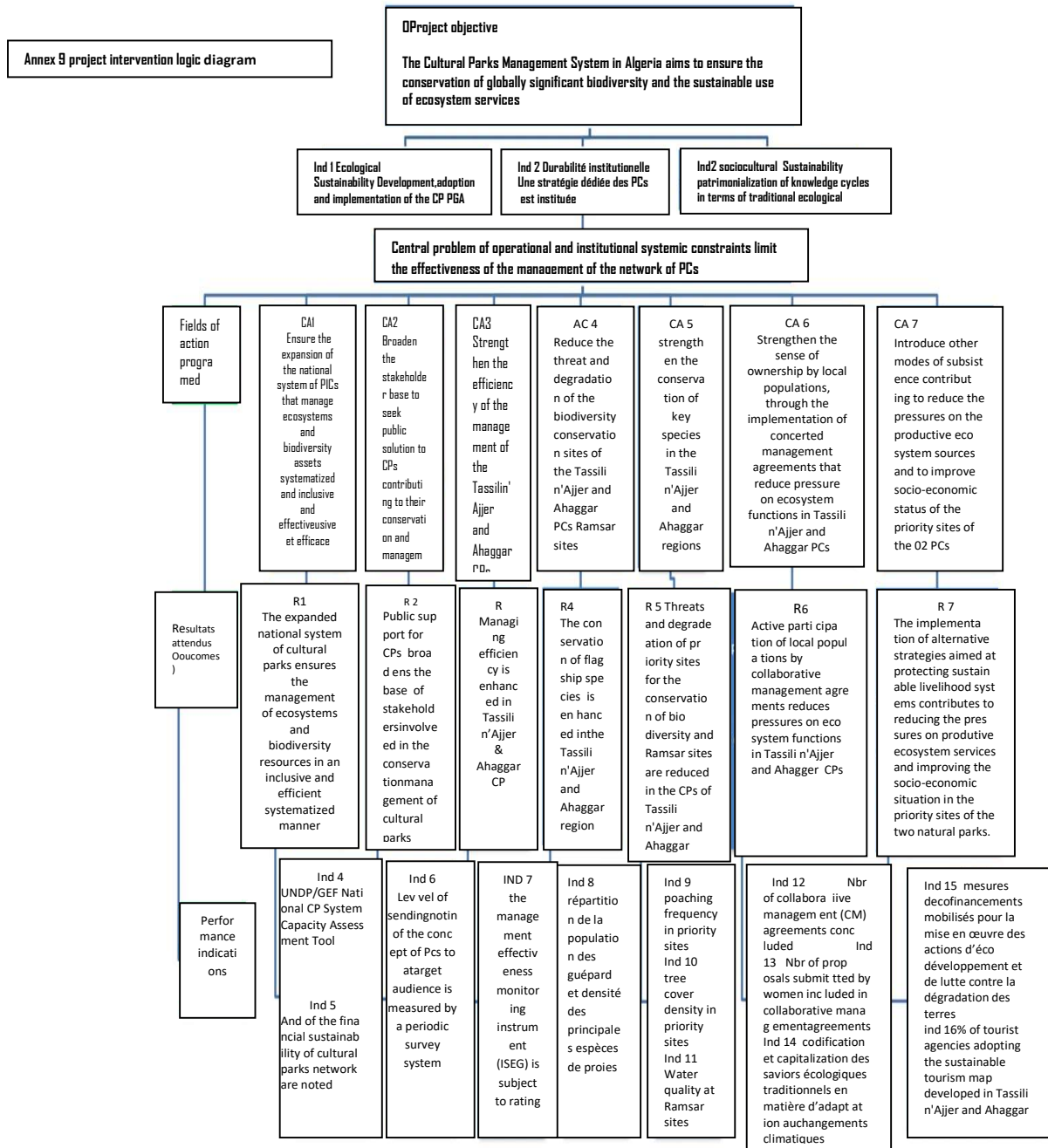
Then, it was a question of understanding concretely, to what extent the project achieved the planned objectives, by asking the following questions:

- Do you think there has been a strengthening of local economic development?
- How do you think you have contributed to reducing damage to biodiversity?
- What was the share of the participation of other sectors in the realization of your activities for the preservation of ecosystems?
- Can you quantify the results related to the distribution of the benefits brought by the project to the local groups, all sectors combined, and particularly to the inhabitants living on the sites affected by the project?

To do this, we have tried to assess the changes noted in relation to local ownership of the project's actions in order to assess the project's contribution to these changes; in particular to identify:

- The obstacles encountered by the project leaders; and/or negative impacts related to project activities;
- The level of satisfaction of the actors and the target populations of the project in relation to the results achieved.

These questions were asked both of those responsible for implementing the project at the central level, as well as of local actors and other State branches, as well as of the participants affected at the site level, whether they are members of the associated sectors, representatives of the populations and other "beneficiaries" (associations, private companies working on the sites, users of the project's actions)



Annex No. 10: Overview Evaluation State Current Development Maturity/Viability of the UGC Summary Participatory Workshop 07.12.2021 organized at DNP headquarters
 Goal: Bring a common appreciation of the situation and the dynamics of the UGC according to the essential features of an organization

Objective: Establish a global organizational diagnosis on the current state of development of the UGC assessment tools

- Grid predefined by 04 dimensions, to identify the main dimensions of this Central Unit Each of the dimensions supported by 03 to 07 weighted characteristics
- Evaluation mode: Participatory approach Self-evaluation – Metaplan
- Checklist (22) Questions subject to individual scoring by each participant

Analyse :Données dépouillées, précisées et représentées sous forme de graphique

Résultats attendus : a) Valider les forces et les faiblesses des principales dimensions de l'UGC

- a) Débattre autour des défis majeurs que l'équipe de l'UGC doit faire évoluer afin de renforcer sa fonctionnalité, dans l'éventualité de sa prise de fonction dans la nouvelle Unité de suivi des PCs

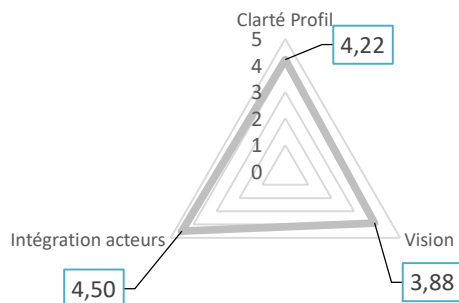
Overall organizational diagnosis of the current state of development of the UGC

- The graphs below show that all the ratings given by the participants for the criteria making up the dimensions dealt with are all close to the optimal rating of five (5). This translates the quality of this team in the following terms:
 - first, ownership of the purpose of such an intervention relating to biodiversity, through a reasonably shared vision and through its clarity vis-à-vis the intervention logic of this project
 - then, this team presents a map of very approvable actors. The main dimensions surrounding it are complementarity, multidisciplinary skills, good interpersonal relations, its assumed responsibility, its unfailing commitment. Meeting of all the criteria thus facilitating intra-actor collaboration to produce quality teamwork
- In terms of project management capacity, this is considered very efficient (management of human, material and financial resources) under the leadership of a Project Director and a coordinator who are able to manage a process, from its design to its realization.
- finally, with regard to the sustainability of the achievements of this project, the entire UGC team has excellent visibility on the activities to be carried out in the future and is therefore highly optimistic. It is convinced that this project has brought out a very strong added value in the field of the protection of biodiversity in these immense Saharan regions, that the development of this project is continuing, that its sustainability is assured and that it can even serve model to follow.

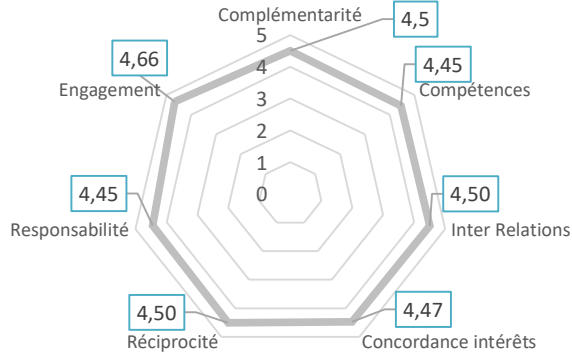
Ultimately, the exercise carried out in plenary in this participatory workshop with the entire DNP team reveals that it is fully viable in order to properly assume the continuation of the achievements of this project in the new unit created for this purpose. .

Overall organizational diagnosis of the current state of development of the UGC

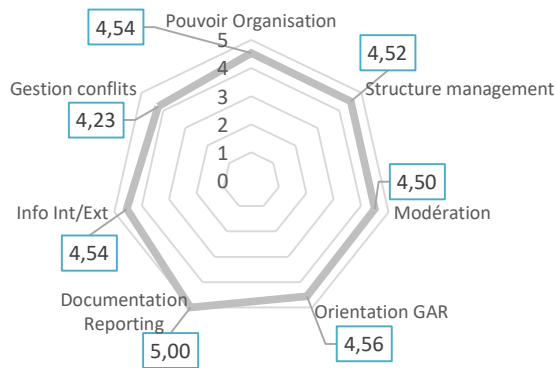
Dimension Finalité du Projet



Dimension Cartographie acteurs



Dimension Pilotage Projet



Annex No. 11: Summary Rating of the RU

Relevance Project Design

	Rating by RU	
Adequacy between the project and the problem it proposes to solve	6	
Concordance between the objective of the project and local, national and international priorities	6	
Demonstrated qualification of its defined intervention logic/strategy (logical framework)	5	
Correct identification of stakeholders and target audiences	6	
Correct identification of stakeholders and target audiences	5	
Establishment and formulation of hypotheses/risks	6	
	Total	34
	Average	5,67
	Rating by EF	
Ecological sustainability	5	

Project effectiveness

Durabilité institutionnelle.	6
Socio-cultural sustainability.	6
Result 1 The expanded national system of cultural parks ensures the management of ecosystems and biodiversity resources in a systematized, inclusive and effective manner	5
Result 2 Public support for cultural parks broadens the base of stakeholders involved in the management and conservation of cultural parks.	6
Result 3 Management efficiency is improved in the cultural parks of Tassili N'Ajjer and Ahaggar	6
Result 4: The conservation of flagship species is improved in the Tassili N'Ajjer/Ahaggar region. 6	6
Result 5 Threats and degradation of priority biodiversity conservation sites and Ramsar sites are reduced in the cultural parks of Tassili N'Ajjer and Ahaggar	5
Result 6 The active participation of local populations, through collaborative management agreements, reduces the pressures exerted on the functions of the ecosystem in the CPs of Tassili N'Ajjer and Ahaggar	6
Result 7: The implementation of alternative strategies aimed at protecting sustainable livelihood systems contributes to reducing the pressures exerted on productive ecosystem services and improving the socio-economic situation in the priority sites of the two cultural parks of Ahaggar and Tassili N 'Ajjer	6

Total 57

Average 5,70

Rating by
RU

Project Efficiency

Financial execution rate compared to the expected rate	6
Allocation of financial resources in relation to the positions initially planned	5
Optimization of financial resources	6

Total 17

Average 5,67

Rating by
RU

Project sustainability

Financial sustainability	4
Political Sustainability	4
Socio-cultural sustainability	4
Sustainability institutional framework and governance	4
Environmental sustainability	4

Overall likelihood of sustainability

4

Barbary Sheep (*Ammotragus Lervia*)
IUCN Conservation Status:
Vulnerable

2. Introduction

▣ Objective and Purpose of EDF

The objective of this final evaluation is to formulate a reasoned opinion on the performance of this project, in the light of the criteria set in the revised logical framework, as well as in relation to the context of Algeria's policy in the field of biodiversity conservation, the enhancement of cultural heritage and the development of territories.

To achieve this objective, it is generally a question of evaluating the successes and challenges of the action, the lessons learned and formulating relevant recommendations with the aim of improving decision-making for future actions and/or duplication. The underlying purpose of this is to provide answers to the essential questions asked by all the stakeholders in this project

Have we formulated a relevant intervention logic?

Did we do what needed to be done?

Did we do the things that needed to be done?

Have we made progress in achieving the results we set for ourselves?

Did our project bring added value what difference does our intervention make

Was the execution of the project carried out in the direction of the intended purpose?

Are there any difficulties that become obstacles or that hinder the project towards its goal?

Are the intended beneficiaries satisfied with the implementation of this project?

- What are the lessons that we can draw from the experience lived on validated bases and allow the project to continue its progress in the desired direction?

These issues were addressed both with the staff of the DNP implicitly during the conduct of a participatory workshop organized at the headquarters of the DNP to discuss the logical framework, the results obtained and the indicators, and with all the stakeholders. (representatives of official project partner institutions and other organisations) interviewed face to face and/or by videoconference

In accordance with the terms of reference, the evaluation carried out the following actions:

- Analyze the CAD criteria (relevance, effectiveness, efficiency, coherence, impact, sustainability) of the intervention implemented and draw lessons, both from the key success factors and from the constraints. We have introduced the criterion of internal and external consistency. Internal consistency at the level of the intervention logic in order to check whether the elements making up the different levels of the logical framework are consistent with each other. External consistency to take into account the dynamics of the partnerships that the project initiated with other actors to verify that the project brings added value while avoiding the overlapping of activities.
- Draw lessons from experience (which tools, methods or approaches have proven to be good in the specific situation of the project) on all the achievements of this intervention
- Give the elements for the sharing of experience and the capitalization of good practices
- Provide credible and useful information from this experience, allowing it to be integrated into the decision-making process with a view particularly to the viability of the national system of management of Algerian cultural parks

It is this last objective which is broken down in the form of the goal to be achieved, which gives us the latitude to evoke and grasp the notion of purpose (goal to be achieved) of this evaluation, expressed in the objective of the project. This is formulated as follows: The management system of cultural parks in Algeria aims to guarantee the conservation of biodiversity of global importance and the sustainable use of ecosystem services. It bears the following three (3) indicators:

Ecological sustainability: development, adoption and implementation of the PGA of CPs

Institutional sustainability: a dedicated PC management structure has been set up

Socio-economic sustainability: Patrimonialisation of cycles of knowledge in terms of traditional ecological knowledge

In our view, it is in institutional sustainability, through the institution of a dedicated PC management structure, that lies the major challenge of the project because it is the interface with the two (2) other forms of sustainability and that it constitutes the main purpose of the project.

Moreover, the objective of the project which corresponds to the final result to be achieved, evoking the notion of a management system, is already revealing of the underlying vision of the designers of this project, which is the strengthening of the national system of cultural parks under the supervision of the Ministry of Culture and the Arts. The objective of the project is focused on the conservation of biodiversity of global importance, and the sustainable use of ecosystem services in cultural parks. In this situation, it is necessary to first question its outcome. Did the actions undertaken by the project achieve this objective?

This work was supplemented by the organization of two participatory workshops with the entire DNP team. The first aimed at identifying the strengths and weaknesses of the project development process through the analysis of the logical framework. The second related to the current state of development of the team making up this central unit. ,

each supported by four (04) or five (05) weighted characteristics (criteria). The dimensions covered relate to the purpose of the network, mapping of actors, project management, sustainability (Appendix No. 11 Overview of the current state of development of the UGC)

The second phase consisted of a field mission to the three (3) PCs sites selected for this final evaluation. This included visits to the main project achievements and meetings with teams from the PCP offices as well as with certain local authorities, representatives of the private sector, associations and beneficiaries.

The work accomplished was supplemented by the organization of participatory workshops in each of the offices, bringing together the team in place, the main managers of the regional offices of the various sectors, representatives of civil society, and the private sector.

The objective of these workshops was to collect contradictory information on the effects observed linked to the project's intervention, to discuss the difficulties/constraints encountered locally and the challenges presented by collaborative management.

The third phase, carried out at home, involves videoconference interviews with both the central project team and certain personalities Ms Bierta Aliko Resident Representative UNDP Algiers, Mr Yves de Soyès Regional technical Advisor UNDP Brussels representation Office

The fourth also carried out at home, being reserved for the analysis of the data collected and the writing of the mission report

It should be specified that the examination of the whole project has been completed in perfect harmony within the consultants

└ Data collection and analysis

Our intervention is structured in such a way as to collect relevant information by means of these multiple complementary sources.

The main types of tools for collecting information used:

- Examination of the project documents. The imposing mass of documents produced by the project were sent to us only a few days before the start of the evaluation, making this examination very laborious.

This desk review included documents established during the preparation phase (PIF, Project Document) as well as project reports including the annual project review/PIRs, project budget revisions, national strategic and legal documents The FE team made extensive use of the data disseminated by the monitoring and evaluation system during the implementation of the Project (annual reports/PIRs) to assess the performance indicators.

- the information gathered during the participatory workshops organized with the teams of each unit, both at the level of the UGC and the UGLs of Ahaggar, Tessala N'Ajjer, Tindouf
- face-to-face interviews held with the responsible project managers, DNP and MCA and with partners from other structures as well as with four (4) consultants who were involved in the project
- to the statements reported during our contact with the local population, the actors and beneficiaries of the project during our field mission on the three sites mentioned above

It should be specified that all our interventions are favoured, as far as feasible, a fully participatory approach Concerning the field mission, carried out jointly with the DNP team, a detailed road map, specifying the sites to be visited and the interviews to be carried out in the PCs of Ahaggar, Tassili N'Ajje and Tindouf, was drawn up by the Project team and applied (Annex No. 05 Itinerary of the EF mission, including the summary of the field visits)

└ Deontology

In carrying out this evaluation assignment, our team acted in accordance with the principles set out in the UNEG "Ethical Guidelines for Evaluation". The rights to ensure the anonymity of informants, interviewees and stakeholders are respected. In addition, we have adopted an ethical behavior vis-à-vis the culture specific to the populations of southern Algeria.

└ Evaluation limits

The significant limits of the final evaluation carried out relate firstly to the dimension of the survey limited to observations made at the level of three (3) PCs, whereas we would have liked to examine all the PCs (5) on which intervened the project, in order to have a more relevant appreciation of the situation of the whole system of management

Then, the duration was a limiting factor. The very limited time granted for the field visits carried out at a run over such vast territories, made a better appreciation of the outcomes of the project's intervention binding.

└ RU report Structure

A concise presentation of the project and the results achieved are presented in chapter 1 – (Analytical summary)

The elements framing our assessment are developed in chapter 2 – (Introduction).

The description and the context of the Project with its intervention logic are presented in Chapter 3 – (Description of the project)

The strategy, the implementation, the results and the impacts are set out in chapter 4- (Findings)

Conclusions, lessons learned, recommendations are part of chapter 5–(last chapter)

Project Description



The Saharan cheetah (*Acinonyx jubatus hecki*) has reappeared again in the Ahaggar Cultural Park in the far south of Algeria
(Subspecies listed as Critically Endangered on the IUCN Red List)

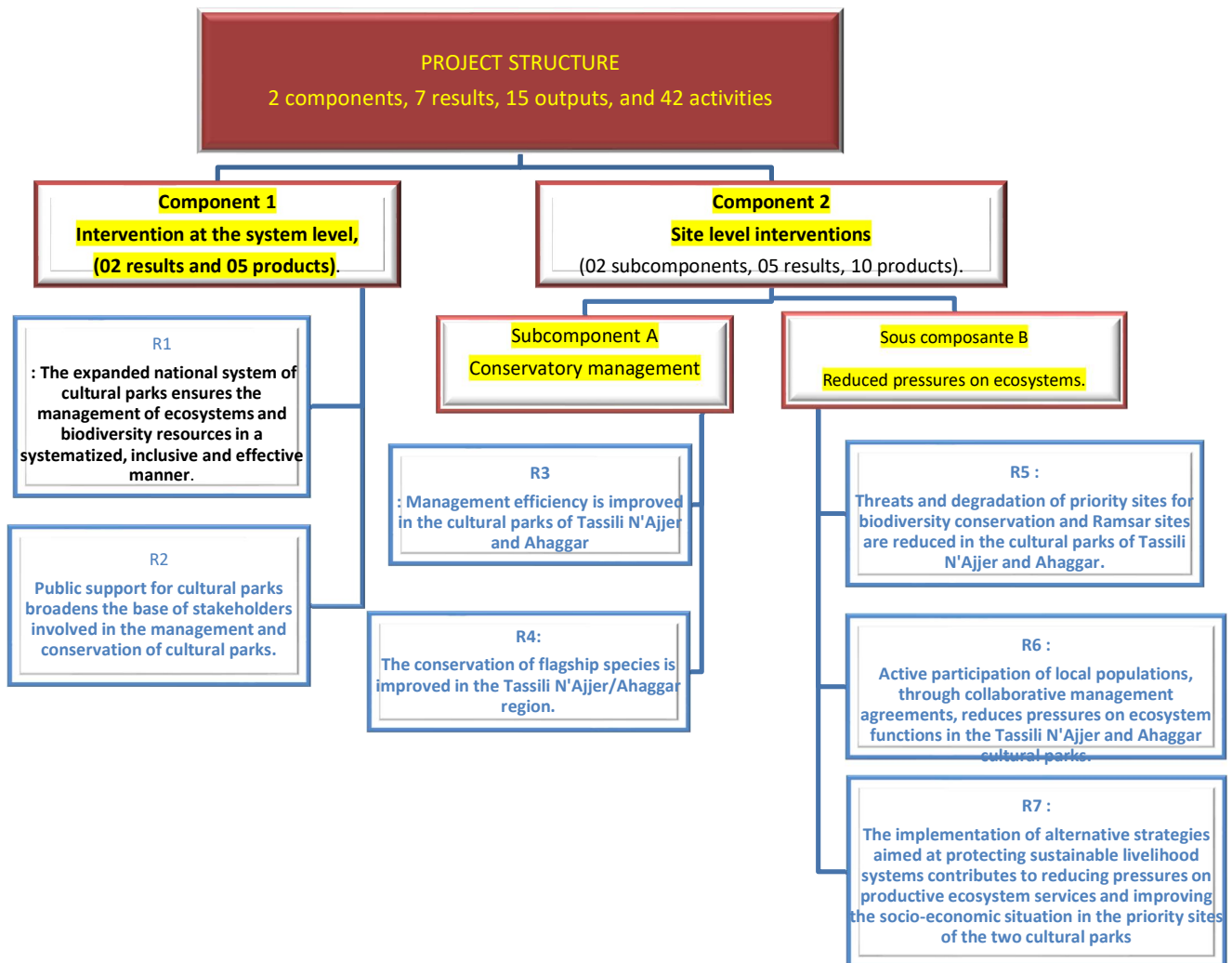
3. Project Description

Start and duration of the Project, including milestones.

This project was designed to evolve gradually following two (2) phases

The first phase (2005-2009) with direct execution by the UNDP aimed to implement an arsenal of measures aimed at promoting a national biodiversity conservation initiative by integrating the concepts of global environmental benefits. During this phase, the project intervened exclusively on the two (2) cultural parks of Ahaggar (wilaya of tamanrasset) and Tassili N'Ajjer (wilaya of Illizi) which are among the sites of world interest for the preservation of the global biota

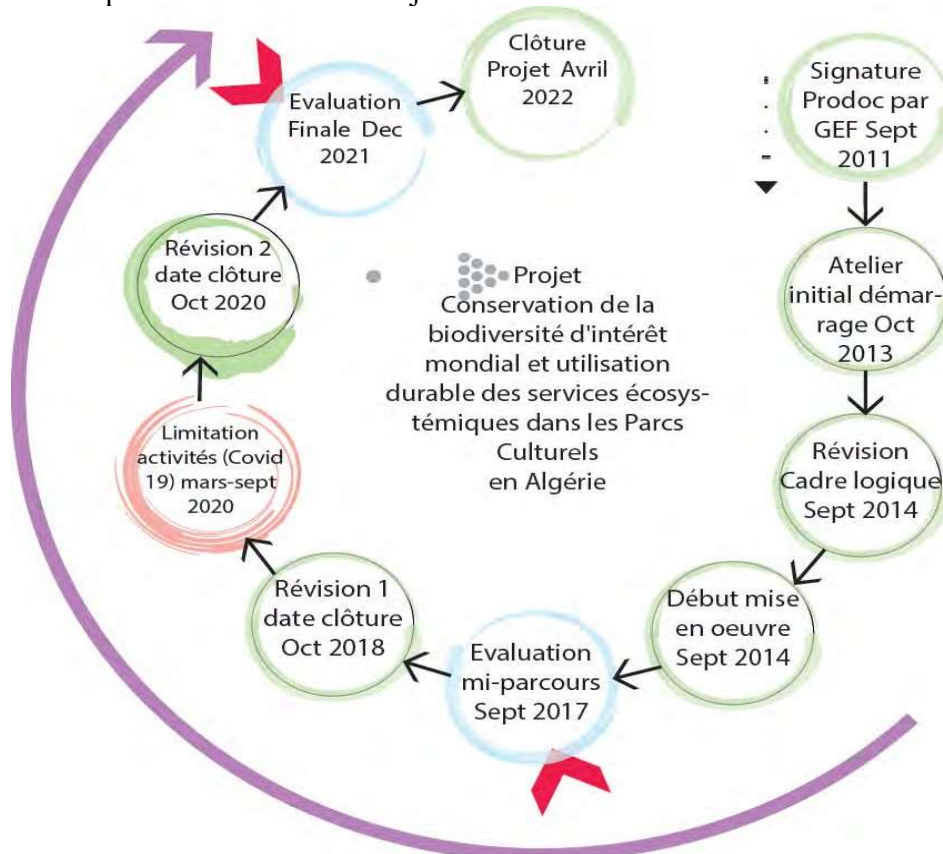
The second phase which is the subject of this evaluation, lasting seven (7) years (2014-2021) with national execution by the Ministry of Culture, concerns the implementation of operational programs on the various pilot sites previously identified at the level of the cultural parks extends to a number of five



The components developed in this project relate globally to: the strengthening of skills both at the level of the services of the Ministry of Culture and the DNP, and at the level of the five (5) offices managing the cultural parks of biodiversity, as well as the promotion of information, education and communication, eco-development and collaborative management, as well as the reduction of threats and the degradation of biodiversity conservation sites

The main steps that marked this project are summarized as follows:

FigN°01 Main Steps That Marked Out Project



*ProDoc Signature by GEF sept 2011
initial workshop start oct 2013
revision logical framework 2013
start of implementation sept 2014
Mid-term evaluation Sept 2017
revision 1 closing date oct 2018
limitation of activities (Covid 19)
March - September 2020
revision closing date Oct 2020
final Evaluation dec 2021
project closure April 2022*

Development context: Environmental,

Socio-economic, institutional and political factors relevant to the project objective and scope

The environmental factors that presided over their choice relate both to the different species to be protected and the ecosystems they shelter to be preserved, as well as cultural riches listed as universal heritage. This explains the interest of the project and its relevance.

In socio-economic terms, it is necessary to note the precariousness of the populations, certainly nomadic, but since settled and living in difficult economic conditions, aridity and shortage of fertile land.

This is why the project has included income-generating activities in its objectives, such as the small-scale breeding of camels (distribution of about forty camelids) and goats (distribution of about a hundred goats of local breed); with at the same time the allocation of sewing and weaving equipment for some women's associations to encourage traditional crafts, as well as the equipment of a youth association for the practice of audio-visual activities

At the institutional level, it is part of the desire to establish a systemic national strategy for the preservation of biodiversity and the protection of ecosystems, in particular by those of the administrative actors (ministries and wilayas) who have been involved in its actions.

Its concern is to promote their integration into a general plan for the management of species and biodiversity that is as integrated as possible so that the administrations acting on these areas are able to develop consultation, coordination and implement, in a systematic way, inclusive synergies to achieve results in line with the expectations of the local populations, or even beyond the borders in the proximity of similar sites in these desert areas. This should make it possible to expand and reach more stakeholders with the support of local populations, but also the general public, to contribute to the conservation of species and the management of these protected areas.

Finally, on the political level, its registration as a project with an international dimension with the support of the GEF and the technical support of the UNDP, is also determined by the ambitions of the State to be able to promote an effective management model for modern governance of these parks.

The project will therefore have been an important contribution to the visibility of Algeria's political will in the field of biodiversity conservation, the enhancement of cultural heritage and the development of territories.

Overall, therefore, the project responds to the multitude of concerns expressed by the national authorities at the highest level, both in the past (2001-2002) during the development of the National Action Plan for the Environment and Sustainable Development (PNAE DD), of which various scientific points were taken into account by the project, and more recently during the definition of the National Strategy for Biodiversity (SPANB), work in which the project fully participated.

The Ministry of Culture was one of the main partners in the development and implementation of the National Biodiversity Strategy and Action Plans (SPANB), established by Algeria for the period 2016-2030. A sectoral action plan of the Ministry of Culture was even formulated and integrated into the final NBSAP document. In addition, the PCs being managed up to there, by offices, in an individualized and isolated manner, showed deficiencies on various levels: scientific, organizational, lack of inter-office interactions, management, to which the project in the form of networking of these entities, contributed to the resolution, in large part, of these

└ Problems the project seeks to address: threats and barriers.

Algerian cultural parks today have a legal status and a management structure and official administrations, which ensures their protection and allows them to form a homogeneous conservation network constituting an effective buffer against threats on biodiversity and ecosystems. However, a number of systemic, operational and institutional constraints affect improvements in the effectiveness of the management of this network. The current project seeks to resolve these said constraints, by strengthening the network of cultural parks, by providing it with appropriate systemic, institutional and operational capacities to:

- (i) ensure effective planning and management of cultural parks based on scientific data and information;
- (ii) mitigate threats and pressures on biodiversity and ecosystem services present in cultural parks;
- (iii) effectively plan funding for the management of cultural parks and improve their profitability; and
- (iv) ensure better integration of the socio-economic development priorities of natural resource users in the management of cultural parks

The main threats and obstacles related to the feasibility of this strengthening of the network by the project are internal and external to the project and can be summarized as follows:

Internal barriers:

- Possible non-alignment of Offices managing PCs on the new PC management vision.
- Availability of motivated human resources to work in the project

External barriers:

- Insufficient implementation and monitoring of legal and institutional instruments to ensure the conservation of biodiversity

-
- Lack of technically sound development plans
 - Insufficient involvement of local populations in the conservation and sustainable use of biodiversity due to a gradual transformation of traditional economic and governance systems,
 - Insufficient attention given to conservation objectives in the local development agenda, due to low awareness of biodiversity resources and their use
 - Insufficient involvement of the private sector in economic activities with environmental benefits
- Thus, the problems that this project seeks to solve are multiple and of various orders.

▣ Immediate and Development Objective of the Project

The immediate objectives to which the project managers are bound beforehand relate to the internal plan. The aim was to quickly overcome the two problems related to the commitment of the managers of the Offices and the availability of motivated human resources for the operation of the project.

The element that constituted the first threat related to the possible lack of full commitment from the start, of the managers of these offices, to the new vision of PC management advocated by the project. This should include a central coordination and supervision unit. In this perspective, two (2) threats surrounded this new vision

This first threat was lifted fairly quickly as the project intervened for the benefit of these structures, in terms of scientific and legislative contributions, capacity building, recruitment of specialized personnel.

The second threat was related to human resources and the difficulty of having executives sufficiently motivated to agree to work in a fixed-term project and the risk that the staff recruited by the UGC and the UGLs with project funds would no longer be available at the end of it, for lack of perpetuation of their employment. Efforts by the Project Management resolved this impediment.

This situation no longer constitutes a danger, the personnel recruited within the framework of the project have been integrated into the Algerian Public Service, thanks to the acceptance of the DGFP to establish the personnel of the project within the framework of civil servants of the Ministry of Culture.

This therefore made it possible to have a staff enjoying security and capable of investing in the actions of the project in the more or less long term.

Related to the development of the Project, its major objective is to ensure that the existence of a national system of cultural parks in Algeria is amenable to an effective management capacity to ensure the conservation of a biodiversity of global importance and the sustainable use of ecosystem services.

To achieve this objective, the Project has focused interventions on two (2) types of fields of action. Some carried out at the central level and dedicated to the extended national system of PCS, others devoted to the sites where the Offices are located.

The fields of action devolved to the extended national system of the PCs, related on the one hand to actions having to ensure the expansion of the national system in a systemic, inclusive and effective way and at the same time to establish in an official way the coordination structure of the network of cultural parks, on the other hand to actions intended to promote the broadening of the base of stakeholders

The fields of action devoted to the sites were intended both to improve the effectiveness of the conservation management of the offices and to reduce the pressures exerted on ecosystems. In this context, actions aimed at strengthening the conservation of flagship species, strengthening the feeling of ownership by the local population and by all local stakeholders through the implementation of collaborative management agreements, and the introduction of other means of subsistence with a view to improving the socio-professional status of the local populations have been programmed

▣ Expected results

The project therefore aims to achieve the following seven (7) results:

-
- The expansion of the national system of cultural parks manages ecosystems and biodiversity assets in a systematic, inclusive and effective manner
 - Public support for cultural parks broadens the base of stakeholders contributing to their conservation and management
 - The efficiency of the management of the cultural parks of Tassili N'Ajje and Ahaggar is reinforced
 - The conservation of flagship species in the Tassili N'Ajje–Ahaggar region is strengthened.
 - Strengthening the sense of ownership by local populations through the implementation of concerted management agreements reduces pressure on ecosystem functions in the cultural parks of Tassili N'Ajje and Ahaggar
 - Other livelihoods contribute to reducing pressures on productive ecosystem services and improving the socio-economic status of the priority sites of the two cultural parks.
 - Threats and degradation of priority biodiversity conservation sites and Ramsar cultural parks sites of Tassili N'Ajje and Ahaggar are reduced.

▾ Main stakeholders: summary list

The project is implemented in collaboration with a wide range of actors directly related to its objectives, at central and local level (Appendix N°06 Summary list of main stakeholders and role in the project)

▾ Theory of change

The intervention of the project in the Algerian context helped to implement, on the development level, a dynamic of change through the elaboration of rational programs based on clearly stated and analyzed assumptions and risks.

As part of such a project, the envisaged theory of change was based on a consultative basis that took into consideration all the stakeholders through their understanding of the expected results of the project. Because, as African wisdom says, “the world of sharing will have to replace the sharing of the world”.

In addition, permanent learning, capacity building, and continuous improvement of the capacities of the actors, from the design to the closure of the project, are encouraged and supported in a sustainable way. This goes directly in the wake and the high level targeting of the change that the GEF and UNDP contributed to through this project, and largely determined the conditions that needed to be met for the desired change in development to occur.

This change therefore essentially consists of a modification of behavior and the way in which the partners, in particular the institutional bodies, have participated in achieving the expected results.

Moreover, if we want to disseminate an ecological culture with the will to introduce change, it is important to have a long-term vision and introduce intersectoral actions which have been innovative forces brought about by this project, in other words, it is necessary to strongly maintain the links already established with the different Ministries of Education, Higher Education and Vocational Training to prepare future generations for this.

Finally, the territorial approach, a decisive element for the governance of these cultural parks extending over several territories, and a key factor for a change of attitude, could probably be put forward more. The Approach favoring the existence of an anchoring in the practices and behaviors of the administration and in accordance with the vision and policy of deconcentration and decentralization of the Algerian State.