

Document of
The World Bank
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Report No: ICR00004234

IMPLEMENTATION COMPLETION AND RESULTS REPORT

(TF-99857 & TF-99858)

GLOBAL ENVIRONMENT FACILITY GRANTS

IN THE AMOUNTS OF US\$ 2.282 MILLION and US\$ 2.535 MILLION

TO THE

REPUBLIC OF MALAWI AND REPUBLIC OF ZAMBIA

FOR THE

AFCC2/RI-NYIKA TRANSFRONTIER CONSERVATION AREA PROJECT (P108879)

DECEMBER 28, 2017

Environment & Natural Resources Global Practice
Africa Region

CURRENCY EQUIVALENTS

(Exchange Rate Effective Dec. 11, 2017)

Currency Unit = ZMK (Zambian Kwacha)
and MWK (Malawian Kwacha)

ZMK 1 = US\$ 0.0000979963

MWK 1 = US\$ 0.00138121

FISCAL YEAR

July 1 - June 30

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ABBREVIATIONS AND ACRONYMS

AWP	Annual Work Program
CAS	Country Assistance Strategy
CBNRM	Community Based Natural Resource Management
CBO	Community-Based Organisation
CCCA	Chama Community Conservation Area
COMACO	Community Markets for Conservation
CRB	Community Resources Board
DNPW	Department of National Parks and Wildlife
ESMF	Environmental and Social Management Framework
FD	Forestry Department
GEF	Global Environment Facility
GEO	Global Environmental Objective
GMAs	Game Management Areas
IDDP	Integrated District Development Plans
IFMIS	Integrated Financial Management Information System
ISR	Implementation Status Report
METT	Management Effectiveness Tracking Tool
MGDS	Malawi Growth and Development Strategy
MoU	Memorandum of Understanding
MTR	Mid Term Review
NGO	Non-Governmental Organization
NIA	Nyika Implementation Agency
NTFCA	Nyika Transfrontier Conservation Area
PAD	Project Appraisal Document
PA	Protected Area
PDO	Project Development Objective
PIM	Project Implementation Manual
PPF	Peace Park Foundation
SO	Strategic Objective
ToC	Theory of Change
TLC	Total Land Care
USAID	United States Agency for International Development
WWF	World Wide Fund for Nature
ZAWA	Zambia Wildlife Authority

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DATA SHEET

BASIC INFORMATION

Product Information

Project ID	Project Name
P108879	AFCC2/RI-NYIKA TRANSFRONTIER CONSERVATION AREA PROJECT (P108879)
Country	Financing Instrument
Africa	Specific Investment Loan
Original EA Category	Revised EA Category
Partial Assessment (B)	Partial Assessment (B)

Organizations

Borrower	Implementing Agency
Ministry of Finance and National Planning (MoFNP), Ministry of Finance, Government of Malawi	Department of National Park and Wildlife, DNPW

Project Development Objective (PDO)

Original PDO
To establish more effective transfrontier management of biodiversity in the Nyika Transfrontier Conservation Area



FINANCING

	Original Amount (US\$)	Revised Amount (US\$)	Actual Disbursed (US\$)
World Bank Financing			
TF-99857	2,280,000	2,280,000	2,280,000
TF-99858	2,540,000	2,540,000	2,540,000
Total	4,820,000	4,820,000	4,820,000
Non-World Bank Financing			
Borrower	1,845,000	1,845,000	1,409,000
NORWAY: Ministry of Foreign Affairs	4,200,000	4,200,000	3,598,000
Foundation/s (identified)	230,000	230,000	250,000
Total	6,275,000	6,275,000	5,257,000
Total Project Cost	11,095,000	11,095,000	10,077,000

KEY DATES

Approval	Effectiveness	MTR Review	Original Closing	Actual Closing
21-Apr-2011	29-Feb-2012	17-Nov-2014	30-Jun-2016	30-Jun-2017

RESTRUCTURING AND/OR ADDITIONAL FINANCING

Date(s)	Amount Disbursed (US\$M)	Key Revisions
10-Oct-2013	1.96	Change in Implementing Agency Change in Results Framework Change in Components and Cost Reallocation between Disbursement Categories Change in Disbursements Arrangements Change in Institutional Arrangements Other Change(s)
29-Mar-2016	4.37	Change in Implementing Agency Change in Results Framework Change in Loan Closing Date(s) Reallocation between Disbursement Categories Change in Institutional Arrangements Change in Implementation Schedule



KEY RATINGS

Outcome	Bank Performance	M&E Quality
Moderately Satisfactory	Moderately Satisfactory	Modest

RATINGS OF PROJECT PERFORMANCE IN ISRs

No.	Date ISR Archived	DO Rating	IP Rating	Actual Disbursements (US\$M)
01	21-Sep-2011		Moderately Satisfactory	0
02	04-May-2012		Moderately Satisfactory	0
03	01-Jan-2013		Moderately Satisfactory	1.16
04	24-Sep-2013		Satisfactory	1.68
05	26-Apr-2014		Moderately Satisfactory	2.28
06	17-Nov-2014		Moderately Satisfactory	2.96
07	28-Jun-2015		Moderately Satisfactory	3.73
08	24-Dec-2015		Satisfactory	3.95
09	16-Jun-2016		Satisfactory	4.37
10	30-Jun-2017		Satisfactory	4.82

SECTORS AND THEMES

Sectors

Major Sector/Sector	(%)
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Agriculture, Fishing and Forestry	100
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Public Administration - Agriculture, Fishing & Forestry	39
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Other Agriculture, Fishing and Forestry	35
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Social Protection	100
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Social Protection	22
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Industry, Trade and Services	100
Other Industry, Trade and Services	4

Themes

Major Theme/ Theme (Level 2)/ Theme (Level 3)	(%)
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Private Sector Development	104
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Business Enabling Environment	4
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Investment and Business Climate	4
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Jobs	100
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Social Development and Protection	11
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Social Protection	11
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Social Insurance and Pensions	11
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Urban and Rural Development	13
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Rural Development	13
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Rural Non-farm Income Generation	13
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Environment and Natural Resource Management	72
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Renewable Natural Resources Asset Management	44
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Biodiversity	44
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Environmental policies and institutions	28
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I. PROJECT CONTEXT AND DEVELOPMENT OBJECTIVES

A. CONTEXT AT APPRAISAL

Context

1. In 2009, at the time of Appraisal of the Nyika Transfrontier Conservation Area Project (the “Nyika Project”), Malawi’s Human Poverty Index (HPI-1) scored 28 % (90th rank among 135 countries) while Zambia scored 35 % (110th rank among 135 countries).¹ The percentage of population living under the poverty line in Zambia was 68 and in Malawi 65. Such high poverty created a context whereby rural communities had few alternatives but to transform natural ecosystems for energy, farmland, and food. Both Governments recognized that a cross-sectoral and integrated rural development approach, including biodiversity conservation and promotion of eco-tourism through their protected area networks, was an opportunity to enhance rural livelihood strategies and options. The challenge was to achieve cost-effective conservation while enhancing livelihoods, particularly of communities adjacent to protected areas
2. The Nyika Transfrontier Conservation Area (NTFCA) traverses Malawi and Zambia. It harbors natural ecosystems and biodiversity that are unique to the world but also to the two countries. It also plays a major watershed function as it is upland of large sections of Lake Malawi and of the Luangwa River. At the time of Appraisal, the NTFCA faced various challenges which threatened its biological diversity and natural resources as well as curtailed the sustainable and equitable development of its stakeholder communities. These challenges included the following: (a) rural development initiatives had not successfully dented rural poverty in areas surrounding NTFCA protected areas; (b) nature-based tourism, although seen as an emerging growth sector in both countries, was very little developed; and (c) transboundary coordination and binational management mechanisms were largely lacking.
3. To respond to the challenges above, the project was designed to focus on (a) defining and setting up a sustainable cross-boundary financing mechanism to cover recurrent costs of a to-be-created Nyika Implementation Agency as well as of the protected areas, (b) conserving key NTFCA ecosystems and habitats, and (c) building institutional and systemic cross-boundary capacity to manage the NTFCA to achieve commonly set and agreed objectives. Funded through the GEF’s biodiversity window, the project was consistent with its global biodiversity goals², given global importance of the area, particularly the unique high-altitude grassland areas of the binational Nyika National Park.
4. In Malawi, the key objective of the 2007-2010 Country Assistance Strategy (CAS), in effect at Appraisal, was to support Malawi’s Growth and Development Strategy (MGDS) priorities of agriculture and food security, infrastructure development, combating HIV/AIDS, and governance and public sector management. In Zambia,

¹ UNDP Human Development Report 2009

² Specifically, the project responded to Strategic Objective (SO) number 1 “Catalyzing Sustainability of Protected Areas”, Strategic Program (SP) number 3 “Strengthening Terrestrial Protected Area Networks”, and Strategic Program (SP) number 1 “Sustainable Financing of Protected Area Systems at the National Level”.



the CAS (2008-2010) focused on the macroeconomic framework, improving rural infrastructure, strengthening public management, and improving agricultural productivity. The Project was anchored in the Malawi CAS as a watershed protection operation to benefit downstream farmers. In Zambia, the Nyika Project was anchored in the CAS as a resource management and institution building operation to developing the context of economic diversification and development of pro-poor tourism. In both cases, above and beyond the importance of protecting globally important biodiversity, a GEF objective, the strengthening of protected areas was intended to promote the long-term development of tourism.

Theory of Change

5. The assumption underpinning the project's theory of change (TOC) was that improved institutional and planning frameworks, sustainable financing, and management of Nyika, Vwaza, and Chama blocks within the NTFCA would constitute a package of project level outcomes to achieve effective management of the Nyika NTFCA, contributing to the long-term goal of biodiversity conservation and improvement of rural livelihoods. Figure 1 below presents principal activities, output indicators, and the three outcomes (with indicators) that together were to make the PDO achievable. The PDO-level indicator for Component 1 on the institutional and planning framework was the development and approval of four long-term planning documents. Component 2 on sustainable financing was to be measured by an overall improvement in the sustainable financing scorecard of the NTFCA, an index that looks at a diverse set of inputs into sustainable financing. The improved management of the three conservation blocks was to be measured by tracking Management Effectiveness Tracking Tool (METT) scores for each area. The use of the METT is obligatory in GEF projects and the index was a useful measure of management, as it blends a range of inputs such as institutional efficiency, day-to-day management of the protected areas, co-management with local communities, and measures of biodiversity conservation.

Project Development Objectives (PDO)

6. The combined Project Development Objective (PDO) and Global Environmental Objective (GEO) of the Project, hereafter simply the PDO, was to establish more effective transfrontier management of biodiversity in the Nyika Transfrontier Conservation Area.

Key Expected Outcomes and Outcome Indicators

7. The original PDO level indicators were:
 - a) Transfrontier planning instruments adopted by Ministerial Committee (Joint Management Plan, Integrated District Development Plans (IDDP), Business Plans, etc.)
 - b) Area with signs of illegal land use inside the protected areas of the Nyika TFCA (illegal land use being defined as settlement, cultivation, mining, logging, etc.);
 - c) Score of Protected Area Management Effectiveness.

Components

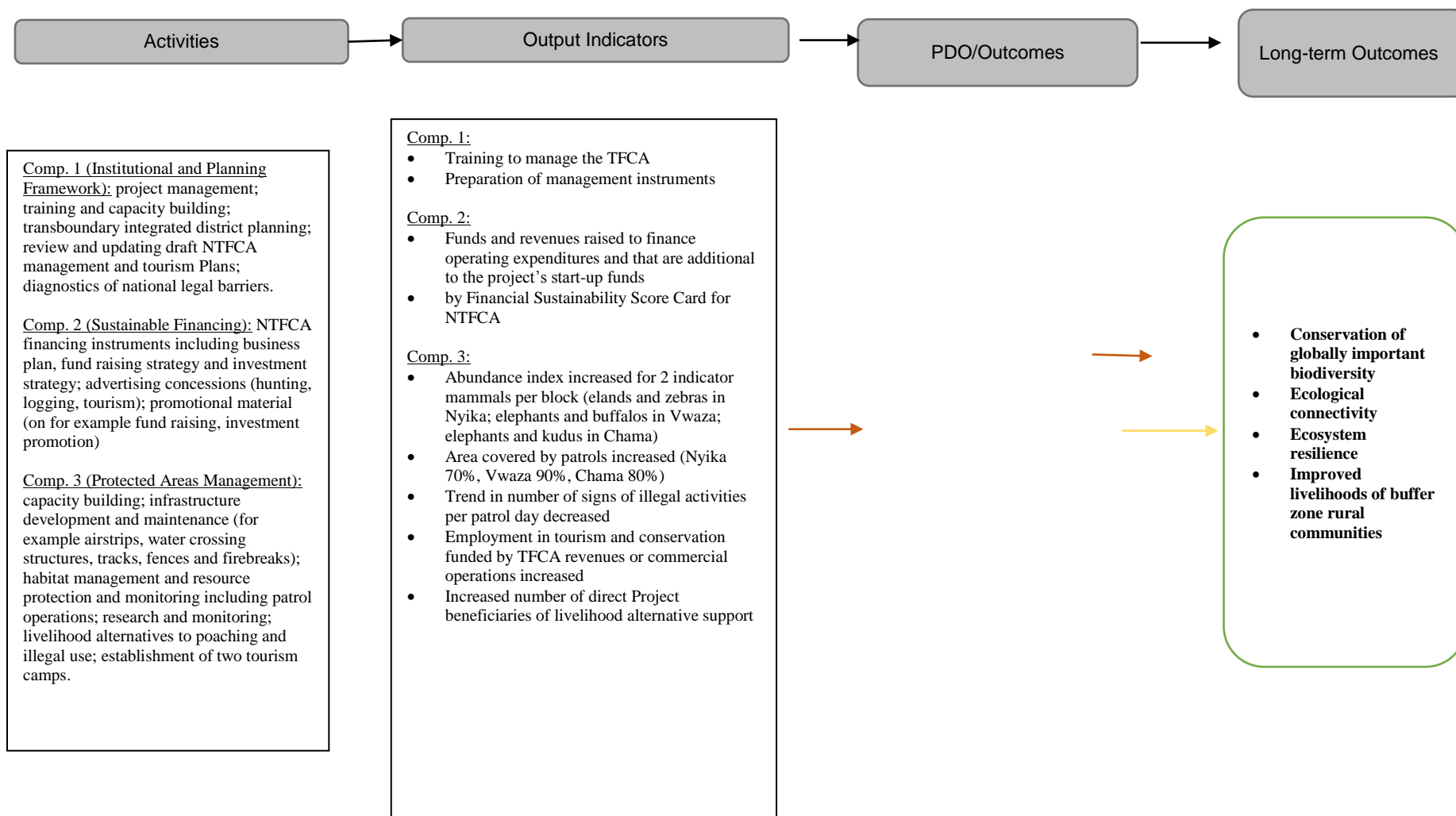


Component 1: Institutional and Planning Framework (Total US\$ 1.89M – GEF Zambia US\$ 0.63M, GEF Malawi US\$ 0.71M, Norway US\$ 0.32M, PPF US\$ 0.23M)

8. The objective of this component was to establish and operationalize the governance and planning functions for the Nyika TFCA by financing the design of TFCA-wide planning instruments and assisting with the establishment and capacity building of the implementation agencies. Specific activities included project management; training and capacity building; transboundary integrated district planning; review and updating draft NTFCAs management and tourism Plans; and diagnostics of national legal barriers. Staffing and operation of the two project management units were also covered under this component.



Figure 1. Theory of change diagram





Component 2: Sustainable Financing (Total US\$ 0.27m – GEF Zambia US \$0.10M, GEF Malawi US \$0.17M)

9. The objective of this component was to develop mechanisms for financial sustainability of TFCA management through the institutions responsible for the long-term management and financing of the Nyika TFCA. Particularly relevant here were several of the management instruments developed under Component 1, including business plans, fund raising strategy, and investment strategy. The project was also to support advertising concessions (hunting, logging, tourism) and development of promotional material.

Component 3: Protected Areas Management (Total US \$8.93M – GEF Zambia US \$1.81M, GEF Malawi US\$1.40M, Norway US\$3.88M, GoM US \$1.37M, GoZ US \$0.47M)

10. The objective of this component was to improve management effectiveness of the agglomerated three Nyika TFCA management “blocks”: the Nyika, the Vwaza and the Chama blocks. The intention was that, by increasing the protection of the blocks, the project would not generate poverty but rather provide alternative livelihoods to poachers and other illegal resource users. Activities included capacity building; infrastructure development and maintenance (for example airstrips, water crossing structures, tracks, fences and firebreaks); habitat management and resource protection and monitoring including patrol operations; research and monitoring; livelihood alternatives to poaching and illegal use; and establishment of two tourism camps. The bulk of investments for Nyika National Park in Malawi and for Vwaza, were covered by funds from the Norwegian grant.

B. SIGNIFICANT CHANGES DURING IMPLEMENTATION

Revised PDO and Outcome Targets

11. No change in the PDO was made during the life of the project because it remained relevant to the governments’ agendas.

Revised PDO Indicators

12. In the 2013 restructuring, the indicators were adjusted to reflect the change in the location of the Chama block and to update a few baseline and target values. In the 2016 restructuring, indicators were again slightly adjusted after a thorough revision of the monitoring manual that took place in 2014/2015. Details of changes in the indicators are as tabulated below.

Table 1: Revisions to Indicators		
Original Indicator (as in PAD)	Modified or New Indicator (from 2 nd restructuring)	Comments
A. PDO Level		
1. Transfrontier planning	1. Transfrontier planning instruments	Exactly which instruments were to



instruments adopted by Ministerial Committee (Joint Management Plan, <i>Integrated District Development Plans (IDDP)</i> , Business Plans, etc.)	adopted by Ministerial Committee	be prepared are noted in the indicators manual.
2. Area with signs of illegal land use inside the protected areas of the Nyika TFCA (<i>illegal land use being defined as settlement, cultivation, mining, logging, etc.</i>)	2. Area with signs of illegal land use inside the protected areas of the Nyika TFCA (<i>assessment of illegal use defined as settlement, cultivation</i>)	Based on advice from GIS specialists that it would be difficult to measure logging and mining as these were found to be point features rather than polygons, the definition of legal use was revised in 2016 and the planned targets were revised to "No change from baseline".
3. Score of Protected Area Management Effectiveness	No change.	Target for Chama was changed in the 2013 restructuring as the area changed to the Chama Community Conservation Area from the original Chama block.
	PDO Indicator 4: Area brought under enhanced biodiversity protection	This was introduced in 2013 restructuring as it was then an obligatory GEF indicator. The only area that had a designated target (the only one that could conceivably change from one management class to another) was the new Chama area.
B. Intermediate Result Levels		
1. Number of training-day attended by (1) Management team from ZAWA, FD, DNPW and Chama Nature Park and (2) by same organization field staff and partners (indicator met if 20% training-days are received by females).	1. Number of training-day attended by (1) Management team from ZAWA, DNPW and Chama Community Conservation Area (CCCA) and (2) by same organization field staff and partners (indicator met if 20% training-days are received by females).	Wording changed in the 2013 restructuring to remove FD and introduce CCCA in place of Chama Nature Park.
2. Funds and revenues raised to finance operating expenditures and that are additional to the start-up GEF-Norway-PPF grants	No change.	The initial indicator was predicated on the assumption that there would be increased tourism in the TFCA, and that there would be increased income from timber concessions. Due to bad roads, among other factors, tourism did not grow substantially, and the



		timber company operator's contract was not renewed (all factors out of control of the project). The target was revised from US\$1,000,00 to \$550,000.
3. Financial Sustainability Score Card for TFCA improved	No change.	Originally information was not available to establish a baseline and target. These were added in the 2016 restructuring.
4. Abundance <i>index</i> of 2 indicator mammals (Nyika: eland and zebra; Vwaza: elephant and buffalo; Chama: <u>elephant</u> and kudu)	Abundance <i>number</i> of 2 indicator mammals (Nyika: eland and zebra; Vwaza: elephant and buffalo; Chama: <u>roan</u> and kudu)	Changed in the 2016 restructuring, reflecting newly available inventory data. Baseline were revised and for Chama, the elephant was replaced with roan antelope. The unit of measurement changed from <i>Index</i> to <i>Number</i> because it was considered possible to estimate total numbers.
5. Area covered by patrols increased	No change.	In the 2013 restructuring, the values were only changed for the new area of Chama. In the 2016 restructuring, based on development of more precise methodologies, baselines and targets were updated.
6. Trend in # of signs of illegal activities per patrol day decreased	No change.	In the 2013 restructuring, the baseline and target values were only changed for the new area of Chama.
7. Employment in tourism and conservation funded by TFCA revenues or commercial operations increased (indicator is met if 40% new employees are females).	Dropped in 2013 restructuring.	This was dropped because any employment generation (which was negligible) could not be attributable to the project.
8. Cumulated number of direct Project beneficiary of livelihood alternative support, <u>of which female</u> .	Cumulative number of direct project beneficiaries (<u>households</u>) of livelihood alternative support.	When the project added the livelihoods components in 2015, this indicator was changed in 2016 restructuring to focus on number of beneficiary households of those components, rather than restricted to benefits for a small number of



		ex-poachers.
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Revised Components

13. At appraisal, part of the Lundazi National Forest Reserve was to be developed as the “Chama Nature Park” (this area constituted the “Chama block” in the project design. However, the required legislation was not passed, leaving the Forestry Department (Zambia) unable to work with the communities as envisaged and the Forestry Department eventually chose to formally withdraw from the project. Therefore, the project was restructured to exclude the Forest Department as an implementing agency and to designate a portion of the Musalangu GMA as the Chama Community Conservation Area (CCCA). Component 3 was again revised in 2016 restructuring to include the Community Livelihoods sub-component with implementation outsourced to two experienced NGOs for the values of US\$ 214,000 and US\$ 240,000 for COMACO-Zambia and TLC-Malawi, respectively.

Other Changes

14. **Implementation arrangements:** Beginning in about January 2016, there was a significant change in the implementation structure in Zambia as the key implementation institution at the beginning of the project, Zambia Wildlife Authority (ZAWA), which was an autonomous government organization, was dissolved. ZAWA’s staff, resources and functions were transferred to a newly-created Department of National Parks and Wildlife (DNPW) under the Ministry of Tourism and Arts. For the most part, there was continuity for key aspects of the project but key decisions regarding procurement shifted to a Ministerial Committee at Headquarters in Lusaka, resulting in slower procurement.
15. **Restructuring:** In addition to the changes described above, in June 2016 there were also instituted changes to (i) reallocate funds to consolidate the disbursement categories into one category to simplify disbursements; and (ii) change the loan closing dates from June 30, 2016 to June 30, 2017 to allow for full disbursement of the grants and for additional time to complete activities important to achieving the project objectives.

Rationale for Changes and Their Implication on the Original Theory of Change

16. The rationale for the changes to components and indicators is given above. The changes had no substantial implication on the theory of change except for a reduced emphasis on sustainable financing of the NTFCA, a somewhat impractical goal, and as manifested by dropping the indicator for generating employment and reducing target for generation of additional funds.



II. OUTCOME

A. RELEVANCE OF PDO

Assessment of Relevance of PDO and Rating

17. The relevance of the PDO is Substantial. The Nyika Project contributed to achievement of Outcome 1.2 of the Zambia CPS (FY2013-FY2016), “Improved access to resources for strengthening household resilience and health in targeted areas”, specifically for the Chama block communities. In Malawi, the CPS (FY2013-FY2016) was in effect. The first of three key themes of the CPS is “Promoting sustainable, diversified, and inclusive growth”. The Nyika Project, with a long-term goal of conservation of globally important biodiversity, promoting new ecotourism opportunities and improving livelihoods of poor rural communities, contributed to that objective.
18. With respect to the biodiversity conservation goals of both countries, it was important to protect this binational area through strengthening transboundary collaboration and management. The area has animal populations which help sustain the globally important national parks of Zambia’s Luangwa Valley. Nyika Park, largely in Malawi, is one of the largest and most important afro-montane grasslands in eastern Africa. Strengthening the NTFCAs was a strong priority for the two countries, as demonstrated by the two Presidents signing the Malawi Zambia TFCA Treaty in 2015. The objectives continue to be in line with GoM’s, Malawi Growth and Development Strategy (MGDS) I and MGDS II on the Malawi side while on the Zambia side it was aligned to the Fifth National Development Plan (2005/2010), Sixth National Development Plan (2011/2015) and its Vision 2030 all of which focus on broad based wealth and job creation for its citizens. The project at closing was still consistent with the Bank’s objectives in forestry and biodiversity, as defined in numerous core strategic documents of the Bank.³

B. ACHIEVEMENT OF PDO (EFFICACY)

Assessment of Achievement of Each Objective/Outcome

19. The project’s PDO was “to establish more effective transfrontier management of biodiversity in the Nyika TFCA”. Reflected adequately in the identification of the PDO indicators, at Appraisal it was considered that there were three major outcomes that together were expected to help the countries establish more effective management of biodiversity in the NTFCAs: improved institutional and planning framework, more sustainable financing, and improved management of the protected area blocks targeted under the project. These are the key aspects of effective management of biodiversity that the project aimed to improve.
20. To improve the institutional and planning framework, four transfrontier planning instruments (Integrated Management and Development Framework (IMDF), Business Plan, Tourism Plan, and Marketing Plan) were prepared and adopted under the project. Prior to the project, there were no such planning instruments for the

³ Forests, trees, and woodlands in Africa: an action plan for World Bank engagement (2010); Toward Africa’s green future: World Bank support in biodiversity conservation (2012); and Enhancing competitiveness and resilience in Africa: an action plan for improved natural resource and environmental management (2010).



NTFCA. Planning and institutional development were being carried out at the level of individual protected areas, if at all, and were not addressing the specific challenges of transfrontier management. Collectively these documents clarified how the NTFCA would be managed and developed and laid out strategies for seeking additional resources. The development and approval of the German-funded KfW support to the NTFCA, now under implementation, was stimulated by the emergence of coherent binational planning instruments. This Component 1 outcome was measured by the first PDO indicator and was 100% achieved. All four planning instruments were approved by the governments in the last year of the project and are expected to be used by both countries in the long-term management and development of the NTFCA, above and beyond the needs of individual protected areas.

21. A major achievement of the project, and a major milestone for an improved institutional and planning framework for the NTFCA, was the signing in 2015 by the two presidents of Malawi and Zambia of the Malawi-Zambia TFCA Treaty. This critical document creates the conditions to allow the two countries to continue coordinating with each other on transboundary conservation. For example, it promotes sharing intelligence information on poachers, joint law enforcement across the borders of the two countries, joint patrols, as well as harmonized policies for officers working in the protected areas of the two countries.
22. The project used a protected area network financial scorecard to measure to what degree more sustainable financing for the NTFCA was put in place. The scorecard was developed by UNDP⁴. It measures performance on about 25 areas including legislative framework, extent of government financing for protected areas, ability of protected areas to generate their own financing, and provision of resources for the protected areas from donors. The project's target was to improve the score from 111 to 117 (out of a total possible score of 196). By the end of the project, the scorecard result remained stable. Despite this modest achievement, the project put in place the critical ingredients for improvements in financial sustainability to be achieved. For example, the NTFCA business plan and tourism plan propose measures which are now being supported by the successor KfW transboundary project, such as better integrating protected area tourism strategies with national strategies and national development plans.
23. For the improved management of the three conservation areas under the project (the binational Nyika National Park, Vwaza Reserve in Malawi, and the Chama Community Conservation Area in Zambia) there were originally two PDO indicators, a measure of illegal land occupation and improved Management Effectiveness Tracking Tool (METT) scores, and a third that was added in the 2013 restructuring, bringing additional areas under enhanced biodiversity protection. The METT is an obligatory indicator in GEF biodiversity projects, being an index, from 1 to 100, to measure the overall effectiveness of how well government and stakeholders manage a given protected area. The METT scores at project closure significantly improved from the baseline values. In Nyika National Park, the METT score increased from 38 to 61 (versus a target of 60). The increase, clearly attributable to the project activities, came from enhanced and more efficient patrolling, improved infrastructure in the park (roads, air strips, buildings), and major advances in control of invasive bracken fern populations. In Vwaza Reserve, the METT increased from 44 to 56 (versus a target of 58). The improvement was primarily due to better control of the elephant population and much-improved relationships with local communities due to reduced destruction of crops by elephants. The project financed the construction of a solar-powered elephant

⁴ http://www.undp.org/content/undp/en/home/librarypage/environment-energy/ecosystems_and_biodiversity/financial-sustainability-scorecard-for-national-systems-of-pas---2010.html.



fence which was fully functional by the end of the project. In addition, patrolling and control of poaching improved and the project-supported stocking of various antelope species (in the Bambanda-Zaro Sanctuary) will have positive impacts in the near future when the stocked populations start to be released. It is worth noting that under Component 3, the bulk of the financing for Nyika National Park (Malawi) and for Vwaza Reserve was from the Norwegian grant. The Chama block METT increased from 25 to 50 (versus a target of 53). The significant increase can be largely attributed to a very low initial score due to a near-complete absence of any management of the area at start-up. By the end of project, community scouts were carrying out patrols and poaching control, a community-managed ecotourism lodge was under construction, and significant investments in infrastructure had been made.

24. The newly added PDO indicator about bringing additional areas under enhanced biodiversity protection was achieved because the entire CCCA area of 57,500 ha changed from one METT class to another (no functional management, METT less than 35; to functional management, with METT value from 35 to 74). No other area under the project could have conceivably changed management class as baseline and target values were all within the functional management category.
25. The measure of illegal land use, effectively measuring the ability of the park management agencies to manage agricultural invasions, was positive. Through improved park management, the size of illegal land areas remained stable in all three areas. An increase of about 500 ha was measured in Vwaza and of 38 ha in Nyika National Park. For the large size of these parks, these losses are insignificant; it is likely that the baseline value for Vwaza was not zero as calculated from satellite images, but closer to 500 ha, indicative of little additional invasion during the lifetime of the park. The Chama Community Conservation Area had 0 ha of illegal lands use at the project closure.
26. Various intermediate indicators also measured effectiveness of management by looking at actual animal numbers and the efficiency of patrols; they showed mixed results but all were very difficult to measure and to interpret. The indicators of animal numbers were not very useful; animal numbers are very difficult to measure and subject to significant natural variability, particularly as animals move back and forth from buffer zones to the parks proper. DNPW biologists and park rangers reported a belief that all the indicator species had stable populations in the three blocks, even if this was difficult to conclusively demonstrate from inventory data.
27. Another aspect that contributed to the effective management of the three conservation blocks was providing support to the local communities in form of training and awareness building and alternative livelihoods in order to put less pressure on park resources and encourage co-management of areas. Through the livelihood support activities, investments were supported to help reduce poverty of the beneficiary households. In Malawi 5,994 households benefited and 1,234 in Zambia. Consultations with beneficiaries as reported in the Government's termination report indicated satisfaction of targeted populations. For example, through COMACO the project supported the following sub-projects: (a) beekeeping, (b) provision of small livestock and poultry, (c) boreholes for gardening (irrigation), and (d) rice farming. In Malawi, TLC focused on provision of goats and chickens. The support for provision of small livestock in both countries was on a "pass-on" basis; a household receiving breeding goats or chickens is required to pass on to other households a proportion of the next generation's goats and chickens, ensuring sustainability of the program and an ever-expanding number of beneficiary households. At project closure, the pass-on provisions were functioning and showed every sign of continuing well into the future, ensuring accrued livelihood benefits and more local support the protected areas. The



successor KfW project is now continuing livelihood support programs in these same areas.

28. In Malawi, the TLC and Zambia, the COMACO have had positive impacts on transforming poachers outside of the Project and the project built on this. The grants that are provided through the “Transform the Poacher” intervention have influenced considerable voluntary “dropping” of the guns in preference for new livelihood alternatives. The Project came towards the end to compliment the efforts that these two NGOs were already implementing from other sources.
29. Not all the protected areas of the NTFCA were targeted under this project and the ultimate conservation strength of the entire NTFCA depends on these other areas and on their buffer zones. It was beyond the scope of the project to transform the entire NTFCA but it did transform key areas and it created the institutional and planning structures for the future management of the entire area.

Justification of Overall Efficacy Rating

30. The objectives have been substantially achieved. A robust institutional and planning framework for the NTFCA was in place by the end of the project. The implementation of the business plan, tourism plan, financing strategy, and integrated development plan developed under the project will be supported and further developed by the now-ongoing KfW NTFCA project and is expected to yield additional results when implemented. For long-term financing of the NTFCA, a financing strategy was produced as one of the key documents under the Planning component, new financing was generated (60 per cent of the revised target of \$550,000), and the financial sustainability scorecard for the NTFCA remained stable. By project closure, all three protected area blocks were intact, with relatively stable populations of major animal species, with improved management structures, and benefiting from improved support from local communities, who received and are still receiving livelihood support.

C. EFFICIENCY

Assessment of Efficiency and Rating

31. An economic and financial analysis was not carried out for the project at Appraisal, as is the case for many small GEF-funded biodiversity projects of the World Bank. The benefits of biodiversity conservation and improved landscape management are significant, but many of these benefits are non-monetary and any calculation would be highly imprecise. Additionally, conservation benefits are often long-term and not apparent in the lifetime of a project.
32. For the modest project resources, the Malawi-Zambia TFCA Treaty was signed. This is a major achievement for these countries and not one that is achieved in many conservation projects with even larger resources. This treaty is already yielding and is expected to yield future benefits and operational efficiency of the two countries in the effective management of biodiversity through shared intelligence information on poachers, joint law enforcement across the borders of the two countries, joint patrols, as well as harmonized policies for officers working in the protected areas of the two countries.
33. . Comparator areas in eastern or southern Africa were not found with similar management threats and



challenges, and having received similar benefits from investments. For a total investment of about US\$ 9 million (including the Norwegian funds), management of the TFCA was improved, an area of 1.93 million ha, approximately US\$ 1/ha/year over the five-year project, a value consistent with the project benefits.

34. The project also demonstrated administrative efficiency. A major reason for the low costs of the project was that the two governments made use of their own human resources, thus costs of salaried government employees were already covered. The only consultants hired were for specialized tasks and for the procurement and financial management officers. This certainly reduced operations costs that would have been higher had a different system been adopted, such as establishing specialized project management units paid for from project financial resources. Training was achieved at relatively low costs. The 8,221 training days were achieved at a cost of US\$ 401,706 representing an average of US\$ 49/ training day which is within expected norms. Given the limitation of project funding and methodological difficulties, no studies were done on the long-term value of the training and its economic returns.
35. The project rating for Efficiency can only be given as Modest, due to the difficulty of providing detailed financial analyses of the costs and benefits of training and improvements in park management.

D. JUSTIFICATION OF OVERALL OUTCOME RATING

36. The overall outcome rating is Moderately Satisfactory based on Substantial ratings for Relevance of the PDO and Efficacy and a Modest rating for the Efficiency.

E. OTHER OUTCOMES AND IMPACTS (IF ANY)

Gender

37. Initially, the project did not have an explicit focus on gender, particularly because during the analyses that informed the design of the project, women were found not to be involved in poaching. However, the livelihood support activities that was added in 2015 explicitly included attention to female-headed households in the delivery of the livelihoods support. Women were encouraged to participate in the training programs but with final participation calculated at 18 per cent, this goal was only modestly achieved, perhaps not surprising since in both countries park administration and management have been traditionally quite male-dominated.

Institutional Strengthening

38. Above and beyond the strengthening of DNPW in both countries, the project was not intended to have a major impact on institutional strengthening. However, the successful signing of the Malawi-Zambia TFCA Treaty during the project's lifetime clarified the institutional arrangements that will henceforth prevail in the transboundary areas.



Mobilizing Private Sector Financing

39. The project had no explicit activities to mobilize private sector financing. The project however did address mobilizing the private sector in the financing strategy for the NTFCa.

Poverty Reduction and Shared Prosperity

40. As a biodiversity conservation initiative, the project was not formulated as a poverty reduction operation. However, at the mid-term review, it was recognized that more attention to poverty and sustainable livelihoods of the communities surrounding the protected areas had to be included under the project. Funds were thus allocated to include a livelihood sub-component; US\$ 454,000 was invested in these activities in the TFCA. Through them, investments were supported that brought economic benefits to the beneficiary households. In Malawi 5,994 households benefited and 1,234 in Zambia. In both Malawi and Zambia, beneficiary communities were among the poorest rural areas, thus the project supported a modest contribution to shared prosperity.

Other Unintended Outcomes and Impacts

41. As the project was closing, it was discovered that there had been invasions of Nyika Park in Malawi (Chakaka area) by about a dozen households and that these households were removed by the authorities during the project period. Subsequently, the authorities in Malawi worked with these communities to satisfactorily address this issue and to implement an action plan that had been agreed with the World Bank. The follow-up project funded by KfW will have a strengthened livelihood component embedded in it, and will include the Chakaka area.

III. KEY FACTORS THAT AFFECTED IMPLEMENTATION AND OUTCOME

A. KEY FACTORS DURING PREPARATION

42. The Nyika Project was based on detailed background analysis and consultations to support project preparation, carried out between 2009 and 2011. The PAD states that the project design drew lessons learned from other Bank and non-Bank supported projects in Sub-Saharan African countries as follows: the two phases of the Bank/GEF Mozambique TFCA and Tourism Development Project; the Bank/GEF Maloti-Drakensberg TFCA Project in South Africa and Lesotho; the Malawi Mulanje Mountain Conservation Trust; the Malawi Environmental Endowment Trust; the Uganda Bwindi Trust Fund; the Bank/GEF Regional Lake Victoria Project; the Bank/GEF Regional Lake Malawi Project; World Wide Fund for Nature (WWF) Beyond Boundaries: Transboundary Natural Resources Management in Sub Saharan Africa (2001); and African Wildlife Foundation "Impacts of Transboundary Protected Areas on Local Communities" (2003) as well as past support from German cooperation agencies to the Malawi Nyika National Park (Malawi Border Zone



Development Project, closed in 2004.

43. A strength of the project was the collaboration between the two governments and their commitment to move forward on the MOU for the NTFCA that had been signed in 2004 but needed financing to be implemented; the MOU was a declaration of intent to create the NTFCA. The decision of both countries, not to create consultant-staffed project management units, but to have the project managed by national staff, showed their commitment. It helped that the project could also benefit from other transboundary conservation initiatives, of which there are several in southern and eastern Africa. The TTL at preparation was based in Zambia and worked on a number of biodiversity projects in both Zambia and Malawi, and was able to rely on an extensive network of contacts to ensure an ample participatory process not just with the governments, but with national and international NGOs, and target beneficiary populations.
44. The resulting project design was clear, the components were well conceived and the theory of change was robust; neither the PDO nor the theory of change required changes during implementation. The results framework was structurally sound although some of the individual indicators could have been further refined (see section below on M&E). The activities that were identified at preparation were appropriate inputs to achieve the objectives and to yield the expected changes in the indicators. The importance of providing support to livelihood issues of buffer zone populations was recognized in the PAD but the assumption this support would be provided by other then-ongoing projects proved to be overly optimistic as they had ended by the time the Bank's project reached effectiveness.
45. Co-financing partners were important in the preparation stage. The Royal Norwegian Embassy in Malawi co-financed the project with a substantial grant. Although not formally pooled, the Norwegian and GEF funds were blended in the design (the PAD proposed activities to be co-financed) and they shared the same PDO. The Peace Parks Foundation (PPF) was also a co-funder, and seconded a key staff person to the project during preparation and implementation.
46. The overall risk rating of the project was rated as "High" in the PAD, largely because: (a) the political discussions between Malawi and Zambia on the institutional arrangement for the TFCA had not been concluded; and (b) the project would be entrusted to government agencies with modest implementation capacity. For the first major risk, the proposed mitigation measure was to build on support from the Peace Parks Foundation (PPF), an NGO which has worked with both countries on Nyika TFCA development since 2004, which was to continue its advisory role to both governments throughout implementation. The support from PPF was effectively provided, as co-financing of the project, and a key PPF person, Humphrey Nzima, was seconded to the project throughout its implementation, and played a vital role in moving forward negotiations which culminated in the signing of the Malawi-Zambia TFCA Treaty. The second major risk was to be mitigated through training and by ensuring the project would procure key persons in procurement and financial management roles. This happened as anticipated and in fact the procurement and financial management consultants hired for the project were competent and stayed with the project throughout its duration.

B. KEY FACTORS DURING IMPLEMENTATION

47. For *factors that were subject to government and/or implementing agency control*, on the positive side, we can cite the importance of the strong political will and commitment demonstrated through the signing of the



Malawi-Zambia TFCA Treaty into law in July 2015 by the two presidents of Malawi and Zambia. The fact that both agencies staffed the project with government staff, with few changes throughout the lifetime of the project, was important. The Project Managers were senior officials in their respective government roles. Both the Procurement Advisor and Financial Management Advisor were key to smooth implementation of the project due to their knowledge and experience with World Bank-funded projects. The Law Enforcement Advisor, being based on site in Nyika National Park, was important in mentoring patrol staff.

48. Good working relationships between the two governments helped with harmonizing several policies and practices to promote business within the TFCA such as sharing intelligence information on poachers, joint law enforcement across the borders of the two countries, joint patrols, as well as harmonized policies for officers working in the parks of the two countries.
49. Strong traditional leadership was helpful. In Chama, for example, it was noted that traditional leadership plays a very significant positive role in conservation. The Community Resources Board (CRB) had been in existence prior to the project and had some experience in community conservation initiatives. The CRB engaged in continued sensitization of the community with key messages being developed and disseminated around poaching control, respect of legislation, and importance of participation in the alternative livelihood projects.
50. Inclusion of enhanced community livelihoods support was a good initiative. COMACO had experience in the project area where it had been very effective in promoting conservation friendly and sustainable agriculture. Beneficiaries in the Chama area were happy with the services they were receiving from the project as noted at the project's closing workshop in Chama. For example, previously, even vegetables used to come from Lundazi, but now beneficiaries of this project are dominating the local Chama vegetable market.
51. Capacity building was well-received, including of DNPW field offices and of partners such as NGOs and the community members at large. As a capacity strengthening strategy, partnerships were formed in the project such as with the Kambombo CRB, whose mandate had expired but the Project came in to facilitate the election of a new CRB which had, in turn, been very active in mobilizing the community to actively participate in the Project. The CRB had been involved in knowledge sharing events and provision of land to the Project. There were also strong working relations with other government Departments including the DC office, Fisheries, Agriculture, Community Development and all government departments at Chama.
52. There were major delays at project start-up, due to slowness in complying with the conditions of effectiveness. Institutional changes in Zambia at the government level were disruptive and created delays but ultimately did not derail the project. First the withdrawal of the Forest Department was regrettable and if there had been legal avenues to allow alternative models of management, perhaps it might not have been necessary to change the project area. Secondly the change of status of the parks management agency ZAWA from a semi-autonomous agency to a government department (DNPW), which took place in the period 2015-2016, resulted in some slow-downs, particularly in procurement of major activities which then had to be approved by ministerial committees.
53. Some *factors were subject to World Bank control*. The Bank was quite responsive to issues that came up during project implementation, for example restructuring the project to accommodate the withdrawal of the Forestry Department in Zambia, the change in location of the Chama block, and to allocate additional



resources to livelihood investments. Although it took a year, eventually an MOU was signed between Norway and the Bank under which the Bank supervised the Norwegian component; this helped with ensuring a smooth collaboration between the two funding sources.

54. Finally, some *factors were outside the control of government and/or implementing agency control*. Very positively, the two co-financiers, the Royal Embassy of Norway and the Peace Parks Foundation, remained engaged throughout the project, and their financing commitments were honored and were critical to the overall success of the project. PPF funded the position of a transboundary parks coordinator, who was critical to the success of the project, being present and engaged from project preparation to closure. The Norwegian grant was fully disbursed although due to depreciation of the Norwegian krone, its final value in \$US was reduced from about \$4.2 million to about \$3.7 million and thus, some planned activities had to be curtailed, primarily research activities and some infrastructure investments in Nyika National Park.
55. The existence of other programs helped achieve the project objectives. In Malawi, a TLC-implemented project (“Transform the Poacher”) and in Zambia, COMACO projects, had positive impacts with converting poachers to other occupations. Although the project benefited from synergy with other projects, it is also true that the expected livelihood investments that were expected at appraisal from other projects were finalized too early to be of direct support to the Bank project, necessitating allocation of additional funds to this end in the last two years of the project.

IV. BANK PERFORMANCE, COMPLIANCE ISSUES, AND RISK TO DEVELOPMENT OUTCOME

A. QUALITY OF MONITORING AND EVALUATION (M&E)

M&E Design

56. The M&E structure was basically sound in the identification of PDO-level indicators and intermediate indicators and was consistent with the theory of change. However, there were small inconsistencies in the results frameworks such as wrong or inconsistent units of measurement. It would later become clear that some indicators were over-ambitious, e.g., those measuring animal numbers in the parks (see below).
57. The monitoring and evaluation, including continuous tracking of implementation as well as assessment of the impact of the project, was envisaged to be the responsibility of two government sponsored Monitoring and Evaluation Officers based at the Project Offices in Chipata and Mzuzu. These would be supported by Park Managers and other extension workers in each of the three blocks. According to the PAD, the two M&E officers were to be responsible for: (a) being the focal point for safeguard compliance and monitoring, (b) ensuring alignment and harmonization of data reports from different sources, evaluate overall results and produce consolidated AWP, Quarterly and Annual Reports, (c) training staff of the agencies (DNPW, ZAWA, FD) in planning including budgeting and monitoring/reporting of activities, outputs and impacts; (d) identifying and recruiting on short term basis M&E back-stoppers to organize the M&E system and train the M&E officers.



M&E Implementation

58. During implementation, only one person (based in Mfuwe, Zambia) carried out the M&E function of the project. He was not trained in M&E and M&E implementation suffered, with a two-year delay to revise the M&E Manual. During project implementation M&E was frequently ranked as moderately unsatisfactory in ISRs. Only in the last two years of the project was a complete and reliable set of monitoring data available as well as complete methodological framework.
59. Once the project began, it became evident that as designed most of the indicators had to be slightly reworded and baselines and targets reassessed. One indicator (Employment in tourism and conservation) was later dropped because of an attribution problem as it was unlikely the small amount of project funding would generate employment opportunities as originally conceived. The beneficiaries' indicator as designed, was restricted only to the potential number of poachers who could be rehabilitated and this proved to be an unworkable definition (it was changed to be the number of households who would benefit from the sustainable livelihood investments).
60. Collection of data for most of the monitoring indicators, once methodologies were clear, was relatively straightforward. The inventories of animals in the various blocks was very challenging and expensive. There were only one or two pilots that were able to carry out the needed aerial inventories and their availability, in the correct period of the year, was often a problem. Because of timing challenges, changes in aircraft, changes in national inventory protocols, and weather conditions, it was very difficult to ensure comparability of data from one survey to another. To the degree possible, the inventory data was checked against ground-based inventories.
61. Several indicators required consultation with groups of stakeholders. These included the METT scores, which require a participatory approach with a range of stakeholders, and the financial management scorecard for the NTFCA, which similarly required consulting a range of institutions and persons. The data were candid and carefully recorded.

M&E Utilization

62. As noted above, the quality of M&E data in the initial implementation stages of the project was poor, improving toward the end of the project. The data from the measurement of the indicators was thus more useful to the governments in refining or revising the project activities in the last two years. It is not clear that any major change to project implementation was made as a result of interpreting indicator data. The indicator data on the management activities in the parks (patrols, inventory numbers), were a subset of a larger set of information that both park agencies routinely collect and was important to finetuning park management priorities, such as where to focus patrols, and where to target control of illegal activities. The information collected in the METT exercises, covering such a wide range of park management issues, were certainly useful to the various park managers in both countries.



Justification of Overall Rating of Quality of M&E

63. Overall quality rating: Modest. The design of the M&E system was overall sound but could have been improved in terms of choice of indicators, clarity of their definitions and realism of targets. Implementation fell below expectations in terms of performance, although by the last two years of the project a good and reliable set of data was available. The M&E data was certainly used to improve park management but it likely was not used to significantly inform decisions about project implementation.

B. ENVIRONMENTAL, SOCIAL, AND FIDUCIARY COMPLIANCE

64. Environmental and Social Safeguards: This was a Category B project with the following policies triggered: (a) OP/BP 4.01 Environmental Assessment, (b) OP/BP 4.04 Natural Habitats, (c) OP/BP 4.36 Forests, and; (d) OP/BP 4.12 Involuntary Resettlement. Several tools were initially prepared: an Environmental and Social Management Framework (ESMF), a Process Framework and an Involuntary Resettlement Framework. All three documents were updated in 2015, which lead to an improvement in their quality and usability. The project did not need dedicated safeguards specialists; this function was taken on by a range of technical staff. The ESMF was used to evaluate environmental impacts of the small infrastructure that was financed (road maintenance, air strips, buildings) and no significant impacts were recorded during project implementation. Environmental safeguards were implemented in a satisfactory manner and the project was in compliance with the Bank's Environmental safeguards policies.
65. On the social side, the Process Framework was poorly designed and was inappropriately narrowly focused on compensation of reformed poachers. When revised in 2015, it focused more usefully on potential issues of economic exclusion from the protected areas but the document was still poorly understood. A problem did arise at project closure when it was learned that a small invasion of Nyika National Park in Malawi, involving a dozen households, had taken place in the Chakaka area. The households were evicted from the park as per standard DNPW procedures. The resettlement was not financed by the project but the Bank should have been informed. The Bank followed up on this issue with DNPW-Malawi, even after project closure, and a set of solutions were found consistent with the Bank's safeguard policies; these include compensation for crop loss and enhanced consultation processes with local communities. DNPW-Malawi has also arranged that the follow-on KFW project will provide further support specifically to communities in the Chakaka area.
66. Financial Management: The Financial Management (FM) risk was rated as High at appraisal. In Malawi, this risk was associated with lack of capacity to implement, account for and report on expenditures at all levels. At that time, it was noted that International Accounting and International Auditing standards were yet to be adopted fully at the national level. This risk was mitigated by the fact that Government was strengthening systems at all levels including rolling out of the Integrated Financial Management Information System (IFMIS) and recruitment of key fiduciary staff or government including DNPW. Even after mitigation, this risk was still rated as substantial. For Zambia, the risk was associated with lack of a robust financial management information system coupled with a weak control environment arising from lack of compliance and enforcement of existing rules and financial regulations; poor internal audit functions as well as lack of and inadequate remedial actions on internal/external audit findings. It was mitigated by initiatives by the Bank and other donors who were supporting capacity building in Government through the Public Expenditure Management and Financial Accountability Reform.



67. Financial management performance was rated moderately satisfactory in the first and second years for both Malawi and Zambia due to low disbursement rates and staff capacity constraints. During the third year, Zambia was rated satisfactory after recruitment of a qualified accountant while Malawi remained moderately satisfactory, according to the ISRs. However, the last ISR from November 2016 rated financial management as satisfactory and the risk as moderate. It justified its rating as follows: (a) the project was current on all reporting requirements covering both unaudited interim financial reports and audited annual financial statements, (b) it noted that there had been delays in the past in the submission of UIFRs on the Malawi and Zambian sides due to system problems which had been rectified and the reports were being submitted on time, (c) more specifically, it pointed out that the audited financial reports had been submitted on time and the accompanying management letters indicated no significant control and accountability issues, and; (d) it noted that a review of project transactions done in May 2016 showed that there was an improvement in adequacy of documentation supporting payments.
68. Procurement: Procurement was rated moderately satisfactory during the first year of the Project when there was no Procurement Advisor for half of the time. From the second year onward, procurement was rated Satisfactory. Post-procurement reviews were regularly carried out and found no major compliance issues. Contracts were all completed by the end of the project.

C. BANK PERFORMANCE

Quality at Entry

69. With regard to the strategic design and relevance, the design of the project focused on meeting the eligibility and quality criteria of a GEF-funded biodiversity conservation project but was also consistent with national development strategies that emphasized development of ecotourism and protection of the park networks and consistent with Bank CAS priorities for rural development. To that end, the Bank team brought to bear the considerable experience of the Bank with global environmental issues such as enhanced ecosystem management, biodiversity conservation, and protected areas management. The Project Appraisal Document (PAD) is a rich and well-prepared document.
70. With regard to fiduciary aspects, procurement, implementation arrangements, and risk analysis, the quality was high. As noted above, the results framework was complete and logical but over the next few years, minor inconsistencies (in wording, baselines, and targets) came to light that needed to be corrected and a few of the indicators proved to be poorly suited for the project (e.g., animal numbers in the parks). The safeguards frameworks were complete and well-prepared except for the Process Framework which was difficult to understand and later needed to be revised.
71. The project design successfully reflected the complexities of a binational project, and a project with significant co-funding from Norway and PPF. The integration of the Norwegian funds into the overall design, even if the funds were not pooled, was positive and noteworthy. At the same time, an opportunity was missed to formalize the nature of the working arrangements between Norway and the Bank with regard to supervision, and this was only resolved in 2015 through a MOU signed between the two parties.



Quality of Supervision

72. For this project, the Bank had two missions per year to ensure quality of project preparation and project implementation. Implementation Status Reports (ISRs) were regularly prepared without delays and candidly reported on all issues that emerged during implementation. The Bank was responsive to requests from the Government on major issues such as the withdrawal of the Forest Department in Zambia, on the need to add sustainable livelihood investments, and to extend the project closing date. As a result, there were two restructurings carried out. The Bank provided strong support on M&E and on technical issues involving protected area management. As previously noted, the Royal Embassy of Norway delegated supervision to the Bank of its project funds and remunerated the Bank for its support. There were occasionally shortcomings with regard to filling the positions of Bank environmental and social safeguards specialists due to turnover and staff dedicating sufficient time; however, for the last two years, these positions were competently filled.

Justification of Overall Rating of Bank Performance

73. The overall Bank performance is rated Moderately Satisfactory as there were only moderate shortcomings in Quality at Entry and Quality of Supervision. These notably related to M&E and safeguards; all shortcomings were proactively addressed by the project team.

D. RISK TO DEVELOPMENT OUTCOME

74. Although the risk to development outcomes for biodiversity conservation projects is typically substantial because of the difficulty of ensuring sustainable financing of protected area networks, the outlook for the Nyika Project is more positive. The rating of the assessment of risk to development outcome for this project is considered moderate for the following reasons:

- The signing of the Malawi-Zambia TFCA Treaty has established a strong political buy-in for the conservation and management of the NTFCA. From the signing of the MOU, it took ten years of lobbying and preparation for this treaty to be signed, an indication that its signature can be taken seriously.
- A follow-on project, whose preparation was closely coordinated with the Nyika Project, has already started up in both Malawi and Zambia. Over the next ten years, Germany's Development Bank KfW will invest about €18 million in the Nyika TFCA with an additional €5 million on the Malawian side. The KfW project offers an excellent opportunity to keep building on the successes of the Bank-funded project, and learning from its less than successful aspects. It is expected that essentially the same project teams in Malawi and Zambia will continue to work on the KfW project, a further opportunity for ensuring sustainability of the project investments.
- The development and approval of the four strategic planning instruments, all endorsed by the Joint Ministerial Committee, lays a solid foundation for continuing to improve institutional collaboration in the NTFCA.
- The extensive training carried out during the project (more than 8000 training-days for management and field teams combined) has certainly upped the standard of management on both sides of the boundary. The value of the training probably has however a limited lifetime, as staff move on to new positions and if their positions do not allow constant reinforcement of what was learned during the training.



V. LESSONS AND RECOMMENDATIONS

75. The following lessons were learned from this project, grouped into three areas:

Transfrontier issues

- *High-level commitment of governments is crucial.* Transfrontier conservation initiatives are notoriously difficult to prepare and implement because of the host of issues, technical and political, that can make collaboration difficult, even between neighbors. Some of the elements that seemed to be particularly important in the success of the NTFCAs project include the high-level commitment of the two governments, the formalization of the relationship in a formal treaty signed at the highest level, shared historical and cultural values of the two countries, and the development of good working relationships at the technical level supported by DNPW Directors.
- *Support from persons or organizations with good experience in transboundary areas is critical.* In this project, this key support was provided by Peace Parks Foundation and in particular by their seconded staff, Mr. Humphrey Nzima, who brought to bear a long experience on TFCAs and had extensive experience in both countries.

Livelihood investments

- *Conservation efforts cannot be dissociated from strong investments in the communities surrounding the parks.* The project design assumed a “piggybacking” on existing livelihood projects but these were insufficient and significant funds had to be allocated to these eventually.
- *A well-designed Process Framework is recommended.* The Process Framework could potentially have been a useful instrument to understand interactions/problems between the parks and buffer zone communities but this was a missed opportunity as the PF was poorly designed and essentially incomprehensible to the project teams.

Project Design and Implementation

- *Robust design and timely Implementation of M&E system is key.* Early and serious attention to the development of the M&E system is important, as well as follow-up for the implementation of the system. Although the project did eventually have in place a good system, this was not until the last two years of the project. A much greater focus on this by the Bank and the Governments, at project design, would have been beneficial.



ANNEX 1. RESULTS FRAMEWORK AND KEY OUTPUTS

A. RESULTS INDICATORS

A.1 PDO Indicators

Objective/Outcome: Institutional and planning frameworks in place

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Transfrontier planning instruments adopted by Ministerial Committee	Number	0.00 01-Jan-2011	8.00 30-Jun-2016	8.00 30-Jun-2017	8.00 30-Jun-2017

Comments (achievements against targets): 100% achieved. The four instruments to be approved (Integrated Development Plan, Business Plan, Tourism Strategy, Sustainable Financing Strategy) were intended to be the core strategies and instruments to be used by both countries in the long-term management and development of the NTFCA, above and beyond the needs of individual protected areas, and thus an important contribution to the PDO. The wording of the indicator was simplified in 2016 and the identity of the instruments to be prepared was detailed in the monitoring manual. All of the transfrontier planning instruments were developed and approved by the Joint Ministerial Committee. Their future use will be promoted by the KfW project but of course cannot be assured.

Objective/Outcome: Improved management of Nyika, Vwaza and Chama blocks

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised	Actual Achieved at
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				Target	Completion
Area with signs of illegal land use inside the protected areas of the Nyika TFCA	Hectare(Ha)	0.00 30-Jun-2009	0.00 30-Jun-2016	0.00 30-Jun-2017	0.00 30-Jun-2017
Area with signs of illegal land use inside Nyika National Park	Hectare(Ha)	0.00 30-Jun-2009	0.00 30-Jun-2016	0.00 30-Jun-2017	38.00 30-Jun-2017
Area with signs of illegal land use inside the Vwaza Block	Hectare(Ha)	2414.00 30-Jun-2009	2414.00 30-Jun-2016	2414.00 30-Jun-2017	2942.00 30-Jun-2017
Area with signs of illegal land use inside the Chama Block	Hectare(Ha)	0.00 01-Jan-2011	0.00 30-Jun-2016	0.00 30-Jun-2017	0.00 30-Jun-2017
Comments (achievements against targets): The values for the aggregated indicator above, which logically cannot be given, are arbitrarily given as zero so the system will allow submission of the ICR. Achieved. In the PAD, units of this indicator were ha but targets were given as percentages. In 2016 restructuring targets were adjusted to be in ha and to be based on no additional illegal land use from the baseline. Insignificant hectares were converted to agricultural land use in Nyika and in Vwaza and none at all in the Chama Block. Satellite images were used to calculate the extent of illegal use. The measurement of illegal land use in the three project areas shows insignificant encroachment in all three protected areas, compared to the size of the areas. This good result indicates that the agricultural frontier has largely been stopped at the park boundaries, a result in large part attributable to the project.					
Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Score of Protected Area	Number	0.00	0.00	0.00	0.00



Management Effectiveness		30-Jun-2010	30-Jun-2016	30-Jun-2017	30-Jun-2017
Score of Protected Area Management Effectiveness for Nyika National Park	Number	38.00 30-Jun-2010	60.00 30-Jun-2016	60.00 30-Jun-2017	61.00 30-Jun-2017
Score of Protected Area Management Effectiveness for Vwaza Marsh Game Reserve	Number	44.00 30-Jun-2010	58.00 30-Jun-2016	58.00 30-Jun-2017	56.00 30-Jun-2017
Score of Protected Area Management Effectiveness for Chama Nature Park	Number	25.00 30-Jun-2013	48.00 30-Jun-2016	53.00 30-Jun-2017	50.00 30-Jun-2017
Comments (achievements against targets): The values for the aggregated indicator above, which logically cannot be given, are arbitrarily given as zero so the system will allow submission of the ICR. Partially achieved. The METT targets were slightly over-achieved for Nyika and Chama and slightly under-achieved for Vwaza. Overall, the effectiveness of management at the three areas all improved significantly. Improvements were due to a variety of reasons, including better patrolling, better control of illegal activities, improved relationship with local communities (especially at Vwaza with construction of the elephant fence). As these blocks were the major protected areas of the NFTCA, local improvements in management clearly contributed to the PDO.					
Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Areas brought under enhanced biodiversity protection (ha)	Hectare(Ha)	0.00 28-Jun-2013	0.00 30-Jun-2016	0.00 30-Jun-2017	0.00 30-Jun-2017
Area brought under	Hectare(Ha)	0.00	57500.00	57500.00	57500.00



enhanced biodiversity protection for Chama Nature Park		28-Jun-2013	30-Jun-2016	30-Jun-2017	30-Jun-2017
Comments (achievements against targets): The values for the aggregated indicator above, which logically cannot be given, are arbitrarily given as zero so the system will allow submission of the ICR. The only block that could have conceivably changed from one management class to another, as defined by this GEF indicator (thus qualifying for counting as enhanced biodiversity protection) was the new Chama area. Its management effectiveness indeed effectively increased as anticipated, thus achieving this indicator.					

A.2 Intermediate Results Indicators

Component: Component 1: Institutional and Planning Framework

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Number of training-day attended by (1) Management teams and (2) by field staff and partners	Number	0.00 30-Jun-2011	0.00 30-Jun-2016	0.00 30-Jun-2017	0.00 30-Jun-2017
Gender balance of training (all training combined)	Percentage	0.00 30-Jun-2011	20.00	20.00 30-Jun-2017	18.00 30-Jun-2017
Training-days attended by management teams	Number	0.00 30-Jun-2011	215.00 30-Jun-2016	215.00 30-Jun-2017	2253.00 30-Jun-2017
Training-days attended by	Number	0.00	2850.00	2850.00	5968.00



field staff and partners		30-Jun-2011	30-Jun-2016	30-Jun-2017	30-Jun-2017
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Comments (achievements against targets): The values for the aggregated indicator above, which logically cannot be given, are arbitrarily given as zero so the system will allow submission of the ICR. Achieved. The PAD presented confusing information. Baseline values should have been zero and the targets were labeled as cumulative when in fact they were clearly annual targets. The targets below are the correct cumulative values. Targets were over-achieved, dramatically so for management teams, because the project used a broader definition of "management" than was originally expected. The gender target of 20% was almost achieved at 18%, not surprising given the strong male dominance in staff of protected area systems. Better training of management and field staff certainly contributed to the PDO. Training for field staff helped to improve patrolling and relationships with local communities. Training for management included project-specific themes (procurement, M&E, etc.) but also included how to use the planning instruments to further the long-term and wider goals of the NTFC. Project resources did not allow for surveys or studies to go further into depth on the long-term usefulness of the training.

Component: Component 2: Sustainable Financing

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Funds and revenues raised to finance operating expenditures and that are additional to the start-up GEF-Norway-PPF grants	Amount(USD)	0.00 30-Jun-2012	1000000.00 30-Jun-2017	550000.00 30-Jun-2017	345000.00 30-Jun-2017

Comments (achievements against targets): Partially achieved. The indicator was originally predicated on the assumption that there would be increased tourism in the TFCA, and that there would be increased income from timber concessions. Due to bad roads, among other factors, tourism did not grow substantially, and the timber company operator's contract was not renewed. All these factors were beyond the control of the project. The target was revised from \$1million to \$0.5 million in 2016. US\$0.374 million was raised in revenues, representing 75% achievement of the revised target amount.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised	Actual Achieved at Completion
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				Target	
Financial Sustainability score card for TFCA improved	Number	110.00	117.00	117.00	111.00
		30-Jun-2014	30-Jun-2016	30-Jun-2017	30-Jun-2017
Comments (achievements against targets): Not achieved. Baseline and target values were only determined in about 2015. The index value for the financial sustainability of the overall transborder area improved only very slightly by the end of the proejct and fell short of the target. This was due to the low revenue-generating potential of remote protected areas, beyond the scope of influence of the project.					

Component: Component 3: Protected areas management

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Number of training-day attended by (1) Management teams and (2) by field staff and partners	Number	0.00	0.00	0.00	0.00
		30-Jun-2011	30-Jun-2016	30-Jun-2017	30-Jun-2017
Gender balance of training (all training combined)	Percentage	0.00	20.00	20.00	18.00
		30-Jun-2011		30-Jun-2017	30-Jun-2017
Training-days attended by management teams	Number	0.00	215.00	215.00	2253.00
		30-Jun-2011	30-Jun-2016	30-Jun-2017	30-Jun-2017
Training-days attended by field staff and partners	Number	0.00	2850.00	2850.00	5968.00
		30-Jun-2011	30-Jun-2016	30-Jun-2017	30-Jun-2017



Comments (achievements against targets): The values for the aggregated indicator above, which logically cannot be given, are arbitrarily given as zero so the system will allow submission of the ICR. Achieved. The PAD presented confusing information. Baseline values should have been zero and the targets were labeled as cumulative when in fact they were clearly annual targets. The targets below are the correct cumulative values. Targets were over-achieved, dramatically so for management teams, because the project used a broader definition of "management" than was originally expected. The gender target of 20% was almost achieved at 18%, not surprising given the strong male dominance in staff of protected area systems. Better training of management and field staff certainly contributed to the PDO. Training for field staff helped to improve patrolling and relationships with local communities. Training for management included project-specific themes (procurement, M&E, etc.) but also included how to use the planning instruments to further the long-term and wider goals of the NTFCA. Project resources did not allow for surveys or studies to go further into depth on the long-term usefulness of the training.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Cumulative number of direct project beneficiaries (households) of livelihood alternative support	Number	0.00 30-Jun-2014	0.00 30-Jun-2016	0.00 30-Jun-2017	0.00 30-Jun-2017
Beneficiaries in area of Nyika National Park	Number	0.00 30-Jun-2014	24.00 30-Jun-2016	150.00 30-Jun-2017	2584.00 30-Jun-2017
Beneficiaries in area of Vwaza block	Number	0.00 30-Jun-2014	24.00 30-Jun-2016	350.00 30-Jun-2017	3410.00 30-Jun-2017
Beneficiaries in area of Chama block	Number	0.00 30-Jun-2014	24.00 30-Jun-2016	300.00 30-Jun-2017	1234.00 30-Jun-2017



Comments (achievements against targets): The values for the aggregated indicator above, which logically cannot be given, are arbitrarily given as zero so the system will allow submission of the ICR. Achieved. The original targets for beneficiaries in the PAD were calculations of the number of poachers who were to adopt alternative livelihoods. This impractical definition was replaced in the 2016 restructuring with completely new targets based on the number of households to benefit from the newly added livelihood components. The targets established at that time were over-achieved as the two livelihood contracts performed better than expected.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Abundance of two indicator mammal species for each block	Number	0.00 30-Jun-2011	0.00 30-Jun-2016	0.00 30-Jun-2017	0.00 30-Jun-2017
Abundance index of roan in Chama Block	Number	100.00 30-Jun-2013	132.00 30-Jun-2017	132.00 30-Jun-2017	73.00 30-Jun-2017
Abundance index of kudu in Chama Block	Number	218.00 30-Jun-2013	288.00 30-Jun-2016	288.00 30-Jun-2017	73.00 30-Jun-2017
Abundance index of elephants in Vwaza Block	Number	156.00 30-Jun-2011	335.00 30-Jun-2016	335.00 30-Jun-2017	103.00 30-Jun-2017
Abundance index of buffalo in Vwaza Block	Number	99.00 30-Jun-2011	177.00 30-Jun-2016	177.00 30-Jun-2017	43.00 30-Jun-2017



Abundance index of eland in Nyika Block	Number	656.00 30-Jun-2011	650.00 30-Jun-2016	650.00 30-Jun-2017	546.00 30-Jun-2017
Abundance index of zebra in Nyika Block	Number	112.00 30-Jun-2011	291.00 30-Jun-2016	291.00 30-Jun-2017	203.00 30-Jun-2017

Comments (achievements against targets): The values for the aggregated indicator above, which logically cannot be given, are arbitrarily given as zero so the system will allow submission of the ICR. Partially achieved. All the mammal indicators were changed from an index value (the index was never defined in the PAD) to actual numbers. The target species for Chama were changed when the new area was chosen. Generally animal numbers showed stable to declining numbers. However, animal inventories in such huge areas are notoriously difficult and the reliability of these data are generally considered quite low (in addition there is considerable movement in and out of the park areas). Anecdotally, wildlife experts in the two countries considered that animal numbers in all three areas were stable during the lifetime of the project.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Area covered by patrols	Percentage	0.00 30-Jun-2011	0.00 30-Jun-2016	0.00 30-Jun-2017	0.00 30-Jun-2017
Area covered by patrols in Chama Block	Percentage	0.00 30-Jun-2013	80.00 30-Jun-2016	60.00 30-Jun-2017	14.00 30-Jun-2017
Area covered by patrols in Vwaza Marsh Reserve	Percentage	70.00 30-Jun-2011	90.00 30-Jun-2016	90.00 30-Jun-2017	62.00 30-Jun-2017



Area covered by patrols in Nyika National Park	Percentage	45.00	70.00	70.00	51.00
		30-Jun-2011	30-Jun-2016	30-Jun-2017	30-Jun-2017

Comments (achievements against targets): The values for the aggregated indicator above, which logically cannot be given, are arbitrarily given as zero so the system will allow submission of the ICR. Partially achieved. The baseline and target for Chama are for the new area (from the 2013 restructuring). Some targets were revised to be more realistic in the 2016 restructuring. Generally targets were under-achieved but park managers also felt that patrols increased in efficiency, somewhat balancing the fact that the percentage of the blocks covered was less than hoped for.

Indicator Name	Unit of Measure	Baseline	Original Target	Formally Revised Target	Actual Achieved at Completion
Trend in # of signs of illegal activities per patrol day	Number	0.00	0.00	0.00	0.00
		30-Jun-2011	30-Jun-2016	30-Jun-2017	30-Jun-2017
Trend in # of signs of illegal activities per patrol day in Nyika National Park	Number	0.22	0.06	0.06	0.16
		30-Jun-2011	30-Jun-2016	30-Jun-2017	30-Jun-2017
Trend in # of signs of illegal activities per patrol day in Vwaza marsh Reserve	Number	0.33	0.09	0.09	0.49
		30-Jun-2011	30-Jun-2016	30-Jun-2017	30-Jun-2017
Trend in # of signs of illegal activities per patrol day in Chama Nature Park	Number	0.02	0.02	0.02	0.02
		30-Jun-2013	30-Jun-2016	30-Jun-2017	30-Jun-2017

Comments (achievements against targets): The values for the aggregated indicator above, which logically cannot be given, are arbitrarily given as zero so the system will allow submission of the ICR. Baseline was reported as 39 for Chama but this was certainly an error so baseline is arbitrarily given here as



0.02. Overall, signs of illegal activity stayed either stable or increased over the project's lifetime. This does not necessarily mean a failure in management because at the same time, pressure from growing populations outside the parks was growing.



B. KEY OUTPUTS BY COMPONENT

Objective/Outcome 1: To establish more effective Transfrontier management of biodiversity in the Nyika TFCA

Outcome Indicators

1. Transfrontier planning instruments adopted by Ministerial Committee (Joint Management Plan, Integrated Management and Development Framework (IMDF), Business Plans, Fundraising Strategy
2. Area with signs of illegal land use inside the protected areas of the Nyika TFCA (assessment of illegal use defined as settlement, cultivation)
3. Score of Protected Area Management Effectiveness

Intermediate Results Indicators

1. Number of training-days attended by Management team from ZAWA, FD, DNPW and Chama Nature Park (indicator met if 20% training-days are received by females).
2. Funds and revenues raised to finance operating expenditures and that are additional to the start-up GEF-Norway-PPF grants (US\$)
3. Financial Sustainability Score Card for TFCA improved
4. Abundance index of 2 indicator mammals (Nyika: eland and zebra; Vwaza: elephant and buffalo; Chama: roan and kudu).
5. Area covered by patrols increased (%)
6. Trend in # of signs of illegal activities per patrol day decreased
7. Employment in tourism and conservation funded by TFCA revenues or commercial operations increased (indicator is met if 40% new employees are females).
8. Cumulated number of direct Project beneficiary (households) of livelihood alternative support (of which female).



Key Outputs by Component
(linked to the achievement of the Objective/Outcome 1)

Component 1

- Short-term TA support with various lengths in man-days for at least eleven (11) consultancy assignments cumulatively valued at US\$370,000 as follows: (i) Upgrade of Tompro Accounting Software, Training of users and annual technical support, (ii) Aerial Wildlife Surveys in Nyika & Vwaza blocks, (iii) Installation of Accounting Software and Training of Users, (iv) Review of relevant legislation of each country, (v) External audits for 2015, 2016, and 2017 financial years, (vi) Consultant trainer safeguard, (vii) Consultant trainer M&E, (viii) Feasibility study of sustainable financing options, (ix) Mid Term Review (MTR), (x) Design and develop website for the Malawi-Zambia TFCA, and; (xi) End of Project Implementation Completion Report (ICR).
- Consistent supply of long-term technical staff from both governments who were the Project Management Team (PMT) who provided a minimum of 480 man-months of service. These included staff for positions of Project Managers, M&E officers, assistant accountants and procurement officers in both Mzuzu and Chipata/Chama offices. In addition, there were 66 man-months for international coordination and 3-year annual technical support for Tompro Accounting Software.
- Strategic planning instruments (8) of which four planning instruments were approved by the Joint Ministerial Committee as follows: the Fundraising Strategy, Integrated Management and Development Framework (IMDF), Business Plan and Marketing Strategy. In addition, the Tourism Plan, Joint Management Plan and Policy Harmonization Strategy were also produced.
- Training support: only short-term targeted training was



supported on the project. The number of training-days received by various cadres of the project was 8,221 (of which female was 18 percent) as compared to a revised project target of 4,295 of which female (20%). In total, 25 training events were supported both within country and abroad as follows: Project Management Training, Monitoring & Evaluation, Procurement Training (3), Financial Management and Accounting (3), Annual Conservation Week, Knowledge sharing and Elephant Restraining, Refresher Management Training–MIST, Refresher Law enforcement Training (2), Stores Management Training, Training workshop for investigators, SMART & MIST Training& Refresher Course, Training for Prosecutors, Adaptive Monitoring & Evaluation training for WPOs/scouts, Training for Kambombo Community Resources Board secretariat staff, and; GIS Training workshop. Others included Training Workshop in Research Techniques, Leadership Training, and Finance for Non-finance officers, Tompro Financial System Training and Training in Community-Based Natural Resource Management (CBNRM).

Component 2

- Revenues and funds other than from GEF-PPF-Norway and World Bank (US\$0.374 million compared to a revised project target of US\$0.5 million and an original target of US\$1.0 million). The revision to a lower target was due to the project's failure to establish the Nyika Implementation Agency (NIA) which had been expected to be the key vehicle for mobilizing private and donor funds to the Nyika TFCA block.

Component 3

- Equipment support: (i) 20 project vehicles (including 12No.



4x4s, one lorry, one towed grader, two boats and four tractors with trailers); (ii) motorcycles (19), (iii) bicycles (61), (iv) computers and accessories including software (accounting system, GIS ArcInfo, M&E assignments, Desktops, Laptops, Printers and LCD projector), (v) field equipment including uniforms, research materials and equipment, radio communication equipment, tourism camps equipment, generators and accessories, as well as water pumps.

- Infrastructure support: rehabilitation of offices, fence and guest house at Chipata valued at US\$ 69,000
- Long Technical Assistance (TA) support: 220 man-months broken down as follows: 66 man-months for financial management, 57 man-months for procurement, 49 man-months for law enforcement and 48 man-months for Works Supervision). Finally, there were two outsourced TAs to Implement PF Action Plan (Alternative livelihoods) for COMACO and Total Land Care valued at US\$ 455, 000.



ANNEX 2. BANK LENDING AND IMPLEMENTATION SUPPORT/SUPERVISION

A. TASK TEAM MEMBERS

Name	Role
Preparation	
Jean-Michel Pavy	Task Team Leader
Steven Maclean Mhone	Procurement Specialist
Trust Chamukuwa Chimaliro	Financial Management Specialist
Kristine Schwebach	Social Safeguards Specialist
Gabriele Rechbauer	Project Development Consultant
Hardwick Tchale	Agricultural Economist
Wedex Ilunga	Procurement Specialist
Supervision/ICR	
Douglas J. Graham	Task Team Leader
Steven Maclean Mhone	Procurement Specialist
Wedex Ilunga	Procurement Specialist
Trust Chamukuwa Chimaliro	Financial Management Specialist
Lynette Doreen MacAdam	Team Member
Lingson Chikoti	Financial Management Specialist
Nikolai Soubbotin	Counsel
Wisdom E. Mulenga	Team Member
Nicole Andrea Maywah	Environmental Safeguards Specialist
Iretomiwa Olatunji	Environmental Specialist
John Bosco Makumba	Procurement Specialist
Majbritt Fiil-Flynn	Social Safeguards Specialist
Zione Edith Kansinde	Team Member
Esther Bea	Team Member
Tamara Juvenile Mwafongo	Team Member

**B. STAFF TIME AND COST**

Stage of Project Cycle	Staff Time and Cost	
	No. of staff weeks	US\$ (including travel and consultant costs)
Preparation		
Total	0.00	0.00
Supervision/ICR		
FY17	9.825	-1,533.23
Total	9.83	-1,533.23

- The team was unable to obtain the proper staff time and costs due to system issues which remained unresolved by the time this ICR was submitted.

**ANNEX 3. PROJECT COST BY COMPONENT**

Components	Amount at Approval (US\$M)	Actual at Project Closing (US\$M)	Percentage of Approval (US\$M)
Component 1: Institutional and Planning Framework	0	1.34	0
Component 2: Sustainable Financing	0	2.70	0
Component 3: Protected Areas Management	0	3.21	0
Total	0.00	7.25	0.00

- The team was unable to obtain the proper costs due to system issues which remained unresolved by the time this ICR was submitted.



ANNEX 4. BORROWER, CO-FINANCIER AND OTHER PARTNER/STAKEHOLDER COMMENTS

The draft document was circulated to the two borrower governments as well as the two principal partners/co-financiers (the Royal Embassy of Norway in Malawi and the Peace Parks Foundation). The following comments were received.

Government of Malawi: Mr. Brighton Kumchedwa, Director of the Department of National Parks and Wildlife noted that:

The report is well written and issues therein truly reflect the project issues. Nonetheless, the following minor issues [note: these were corrections were made] could be commented on

1. The treaty signed between Malawi and Zambia was not for NTFCFA but Malawi - Zambia TFCA.
2. Use of acronym MAZA is not legally and conventionally adopted by the two countries. The preference is to name the TFCA as Malawi - Zambia and not MAZA

Government of Zambia: Mr. Dominick Kapakola (Project Manager, Department of National Parks and Wildlife) noted:

I have read through the report and it is a true reflection of the project implementation.

Peace Parks Foundation: Mr. Humphrey Nzima endorsed the report and kindly corrected some small errors in the text.

Royal Embassy of Norway in Malawi: Mr. Augustin Chikuni endorsed the report, noted it was well written, and suggested some changes to the text to better explain how the Norwegian funds were used; these changes have been made.



ANNEX 5. SUPPORTING DOCUMENTS

Project Appraisal Document (PAD), legal documents, audits, and all safeguard documents are available through the Bank's web site.

Transfrontier Conservation area (TFCA) Final Report on the mid-term review (MTR) of the Nyika TFCA Project: <http://www.malawizambiatfca.org/wp-content/uploads/2017/04/Nyika-TFCA-Project-Mid-Term-Review-Report.pdf>

Implementation Status Reports (9 from September to June 2017) are available through the World Bank web site.

Terminal Evaluation: Sustainable Management of the Nyika Transfrontier Conservation Area Project, Governments of Zambia and Malawi, August 2017. Available in World Bank document archives.