

# CYNOSURE

## FINAL REPORT

**MIDTERM EVALUATION FOR THE  
“CONSERVATION AND SUSTAINABLE USE OF  
BIOLOGICAL DIVERSITY IN THE NORTHWESTERN  
LANDSCAPE (BOENY REGION)” PROGRAM  
RFP No. CI GEF CSUNLBR-007**

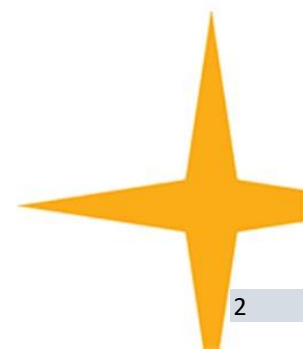
**SUBMITTED TO**

**CONSERVATION INTERNATIONAL**

15<sup>th</sup> NOVEMBER 2021

# PROJECT DATA SHEET

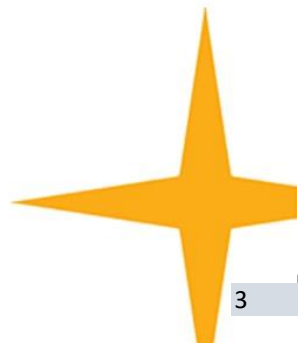
<b>Project Title</b>	<b>CONSERVATION AND SUSTAINABLE USE OF BIOLOGICAL DIVERSITY IN THE NORTHWESTERN LANDSCAPE (BOENY REGION)” PROGRAM. RFP No. CI GEF CSUNLBR-007</b>
<b>GEF Project ID</b>	9606
<b>GEF Financing</b>	USD 6,817,431
<b>Planned Co-financing</b>	USD 9,719,868
<b>Co-Financing Materialized as of MTR (30 June 2021)</b>	USD 7,021,520
<b>Key Objectives</b>	To strengthen the long-term conservation and sustainable use of biodiversity in the Northwestern landscape of Madagascar.
<b>GEF Agency</b>	Conservation International (CI)
<b>Project Country</b>	Madagascar
<b>Executing Agencies</b>	General Directorate for the Environment, Madagascar Biodiversity Fund (FAPBM), Directorate of the Protected Area System, and CI-Madagascar
<b>ProDoc Submission Date</b>	15 January 2019
<b>Date of CEO Endorsement/Approval</b>	
<b>Actual Start Date</b>	May 2019
<b>Project End Date</b>	31 December 2023



## ACKNOWLEDGEMENTS

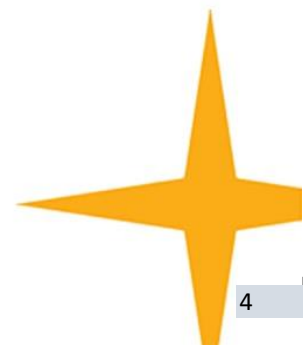
This Mid-Term Review report sets out findings, conclusions, lessons learned, and recommendations for the project titled 'Conservation and Sustainable use of Biological Diversity in the Northwestern Landscape (Boeny Region) Program'. The report is developed in compliance with the terms of reference for the assignment. The conclusions and recommendations set out in the following pages are solely those of the evaluators and are not binding on the project management and sponsors.

The authors would like to thank all those who assisted in the MTE, particularly the CI-Madagascar PMU and CI-GEF Project Management Team for providing technical and logistic support, and all the stakeholders who consented to be interviewed.

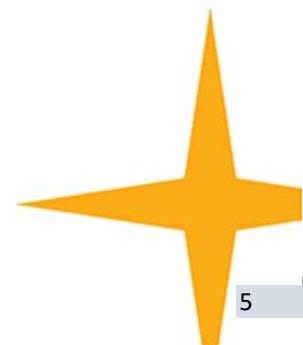


# ABBREVIATIONS & ACRONYMS

<b>CI</b>	<b>Conservation International</b>
<b>CSO</b>	<b>Civil Society Organization</b>
<b>DELC</b>	<b>Development and Environmental Law Center</b>
<b>DGE</b>	<b>General Directorate of the Environment</b>
<b>DGF</b>	<b>General Directorate of Forests</b>
<b>DREEF</b>	<b>Directorate of the Ecology, Environment and Forests</b>
<b>DSAP</b>	<b>Directorate for the national System of Protected Areas</b>
<b>FAPBM</b>	<b>Foundation for Protected Areas and Biodiversity of Madagascar</b>
<b>FGD</b>	<b>Focus Group Discussion</b>
<b>GCF</b>	<b>Global Conservation Fund</b>
<b>GCO</b>	<b>General Counsel's Office</b>
<b>GDP</b>	<b>Gross domestic product</b>
<b>GEF</b>	<b>Global Environment Facility</b>
<b>GIZ</b>	<b>German Society for International Co-operation</b>
<b>IDI</b>	<b>In-Depth Interview</b>
<b>IUCN</b>	<b>International Union for Conservation of Nature</b>
<b>KII</b>	<b>Key Informant Interview</b>
<b>M&amp;E</b>	<b>Monitoring &amp; Evaluation</b>
<b>MEEF</b>	<b>Ministry of Environment, Ecology and Forests</b>
<b>METT</b>	<b>Management Effectiveness Tacking Tool</b>
<b>MNHN</b>	<b>National Museum of Natural History</b>
<b>MNP</b>	<b>Madagascar National Parks</b>
<b>MTR</b>	<b>Mid-Term Review</b>
<b>NCE</b>	<b>No Cost Extension</b>

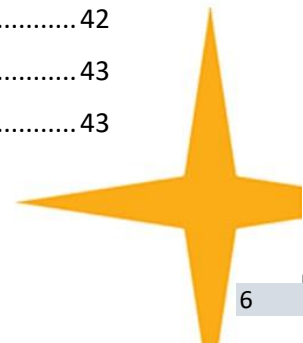


<b>NGO</b>	<b>Non-governmental Organization</b>
<b>OECD</b>	<b>Organization for Economic Co-operation and Development</b>
<b>OFP</b>	<b>Operational Focal Point</b>
<b>PA</b>	<b>Protected areas</b>
<b>PMU</b>	<b>Project Management Unit</b>
<b>PND</b>	<b>National Development Program</b>
<b>PSC</b>	<b>Project Steering Committee</b>
<b>SG</b>	<b>General Secretary</b>
<b>VOIP</b>	<b>Voice over Internet Protocol</b>



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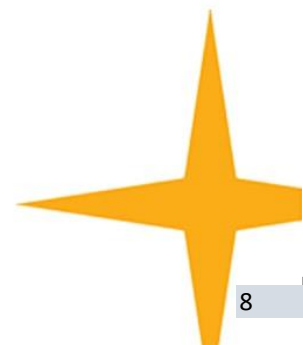
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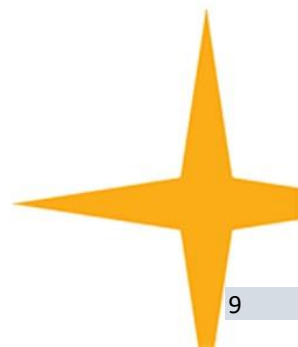
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## 2 EXECUTIVE SUMMARY

The GEF-funded project titled ‘Conservation and Sustainable use of Biological Diversity in the Northwestern Landscape (Boeny Region) Program’ Project is a project being implemented in five Protected Areas of Madagascar by CI-GEF. The project was initiated in May 2019 and is currently set to end in December 2023. Conservation International (CI) Madagascar is the lead executing partner along with the General Directorate for the Environment, Madagascar Biodiversity Fund (FAPBM), and the Directorate of the Protected Area System as executing partners. The overall objective of the project is to strengthen the long-term conservation and sustainable use of biodiversity in the Northwestern landscape of Madagascar, which is being achieved through three outcomes spread across two components of the project.

The overall **objective of the evaluation** was to provide the project management team with feedback on the project’s performance to date and identify risks to project sustainability, effectiveness, efficiency, progress towards results, as well as project safeguards. To that end, the scope of the current evaluation assessed the project implementation activities from its inception in May 2019 to June 2021. The MTR was undertaken from August 2021 to November 2021, adopting a consultative and participatory approach and employing mixed methodologies by combining qualitative and quantitative data from both primary and secondary sources.

The major assumptions underlying the **theory of change** as it relates to strengthening the management and sustainable financing of five PA systems are that: a) Lessons learned from working in 5 targeted PAs will effectively translate towards the wider PA system in Madagascar, and b) Long term financing through the CTF is a more sustainable approach as compared to investing USD 4.5 million directly in the project. Therefore, the underlying mechanism through which the project intends to achieve long-term success is behavioral change with respect to livelihood activities in rural areas which are overwhelmingly dependent on agriculture and other natural resource-based activities that pose significant challenges to biodiversity conservation.

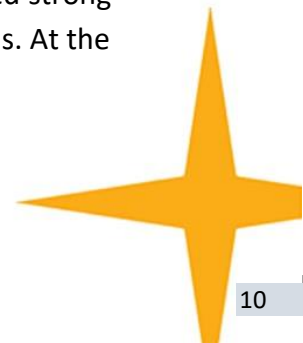
The MTR team found that the project is **relevant** at national, international, organizational, and community levels. In particular, the project conforms to the national development strategies and plans related to biodiversity protection and sustainable development in Madagascar. Moreover, the Project is highly relevant to the needs of the community beneficiaries as 80% of the Malagasy population live in rural areas and are heavily reliant on natural resources.

The Project was found to have a sequential design, with outputs building off the work done upon one another. Furthermore, the **Project Results Framework** was well designed as each of the Outcomes provided a clear picture of Project baseline, end of project targets, and expected outputs and indicators. Overall, the Project Results Framework presents a specific and measureable approach by presenting SMART<sup>1</sup> indicators and targets, associated with each of the Outputs and Outcomes. Moreover, quantitative Project Baseline and End of Project Targets are also provided.

With regards to **progress towards results**, at the time of the MTR, **Outcome 1.1** showed strong progress towards improvement in the management effectiveness of the Protected Areas. At the

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<sup>1</sup> Specific, Measureable, Attainable, Relevant, and Time-based



Output level, Output 1.1.1 achieved 92% of target completion. Similarly, for Output 1.1.2, 50% of the activities had either met or exceeded targets. These activities primarily focused on reforestation, outreach activities, monitoring and oversight of implementation, etc. Moreover, 40% of the activities showed strong progress towards results, including activities related to ecological monitoring, firefighting, conducting patrols and working with the Ministry of Justice. Under Output 1.1.3, primarily due to COVID-19 restrictions, the project has not been able to meet its targets for undertaking meetings of governance structures and COSAP.

For **Outcome 1.2**, the Project showed strong progress towards improving financial sustainability of 5 targeted PAs, with no challenges reported. The MTR team found that despite some early delays in signing an agreement with FAPBM, future financing mechanisms are on track to generate revenue beginning in January 2023. At the output level, CI-GEF reported that FAPBM will also initiate work on fundraising activities (Activity 1.2.3.1) in January 2022.

For **Outcome 2.1**, the MTR team was not able to get a conclusive understanding of progress towards results as the Mid Term Survey had not yet been undertaken. However, based on consolidated data provided by CI Madagascar and in addition to field interviews undertaken as part of this evaluation, the MTR team determined that Outcome 2.1 is progressing well. Overall activities under Output 2.1.1 and Output 2.1.2 showed strong progress, including promotion of AGR income generating activities, valuing Raphia forests, implementation of green charcoal production project, livelihood activities, and development of value chains. However, under Output 2.1.1 activities related to development of natural resources and promotion of tourism were delayed due to COVID-19 restrictions.

In line with MTR Guidelines, the following outcome ratings are provided for each outcome overall and along the dimensions of relevance, effectiveness, and efficiency.

Outcome	Relevance	Effectiveness	Efficiency	Overall Rating
Outcome 1.1	Satisfactory	Satisfactory	Satisfactory	<b>Satisfactory</b>
Outcome 1.2	<i>Satisfactory</i>	<i>Satisfactory</i>	<i>Satisfactory</i>	<b><i>Satisfactory</i></b>
Outcome 2.1	Satisfactory	Moderately Satisfactory	Moderately Satisfactory	<b>Moderately Satisfactory</b>

With regards to **project implementation and adaptive management**, the MTR Team found that the CI-GEF Agency has been delivering on its responsibilities in a timely manner and according to the tasks assigned to it in the project design document. However, COVID-19 related restrictions on travel have deprived the project of CI-GEF's on the ground supervision visits. In conclusion, the quality of supervision and implementation by CI-GEF as the Implementation Agency was deemed **Satisfactory** by the MTR.

The project's overall execution arrangements are in line with the project design and GEF guidelines, largely on account of the strong staffing arrangements. Moreover, any staffing challenges faced early on were proactively addressed by the PMU, as indicated by a healthy staff



retention, minimal staff turnover, short staffing gaps and active recruitment/hiring processes. Therefore, the project's execution arrangements were found to be **Satisfactory** by the MTR Team.

The MTR team also determined the Project's **Work Planning** was carried out well. Most notably, despite COVID-19 delays and travel restrictions, the Project appears to be on track towards completing all intended targets by the revised deadline i.e 31 December 2023. However, the Project has faced challenges in undertaking the Mid Term Survey, as it has been delayed due to COVID-19 travel restrictions.

The Project is funded by USD 6.9 million GEF Grant.<sup>2</sup> In addition, the Project also has eight co-financing partners with a cumulative USD 9.7 million in-kind and in-cash contributions, of which nearly 80% of total co-financing is sourced from the FAPBM (49%), Madagascar National Parks (14%), and Conservation International (16%). Of the GEF fund, the total expenditure as of 30 June 2021, amounts to USD 5,283,706 (76.5%). Of this total expenditure as of 30 June 2021, Component 1 has the highest share (91.4%) owing to the upfront contribution of USD 4 million to the Conservation Trust Fund (CTF), followed by Component 2 (6.6%). Further, the project has spent 87% and 36% of the total allocation for Components 1 and 2, respectively. Lastly, 32% of the amount allocated as Project Management Costs have been spent as of 30 June 2021.

CI Madagascar, as the Project Executing Agency, is responsible for ensuring the monitoring and evaluation activities are carried out in a timely and comprehensive manner, and for initiating key monitoring and evaluation activities, such as the independent evaluation exercises. Key project executing partners are responsible for providing information and data for monitoring purposes. The MTR Team found the project's **M&E was Satisfactory at design**. Also, during implementation the PMU has ensured that the different mechanisms dictating the M&E framework are in place. Moreover, key reports of good quality have been delivered on time. However, COVID-19 has affected the timing and frequency of monitoring visits, often forcing the entities involved in M&E to rely on second hand information as well as delaying monitoring-based decisions. Consequently, the **M&E during implementation is rated Moderately Satisfactory**.

The project document provides a detailed and comprehensive **Stakeholder Engagement Plan** which formulates the project's approach to stakeholder involvement and participation in line with CI and GEF requirements. Based on a review of the most recent Project Implementation Report FY21, the project has demonstrated a continuous process of stakeholder engagement. In fact, targets were exceeded for all indicators in FY 21. Overall, the MTR team found the Project's Stakeholder Engagement Plan to be **Satisfactory**. The MTR team determined that facilitated by its long-term presence in Madagascar, the PMU effectively coordinated with various government departments, civil society organizations, local and international development partners, academia, and community members and their representatives. Hence, the PMU continues to develop and strengthen partnerships with all stakeholders and enjoys the support of relevant Government of Madagascar Ministries and public sector Directorates, development organizations, and communities. Nevertheless, these engagement efforts have been frustrated to a large extent by COVID-19 restrictions on movement and assembly.

<sup>2</sup> GEF Funding 6,917,431 = GEF Project Funding USD 6,817,431 + PPG Funding USD 100,000



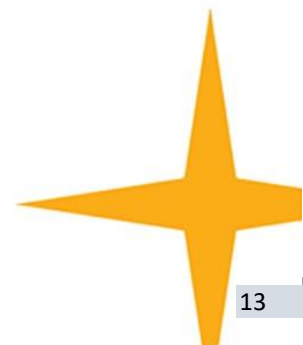
The MTR Team also determined the project document includes a **Gender Mainstreaming Plan (GMP)**. The Plan is based on a fact finding mission organized by Conservation International in the five targeted Protected Areas with the purpose of collecting baseline data prior to the inception of the project, with an emphasis on gender aspects. A review of the PIR for FY20 revealed that the project only achieved 51% of its annual targets for Indicator A and achieved 41% of its annual targets for Indicator B. Further, the MTR team determined that livelihood activities and thereby women beneficiaries are disproportionately affected due to COVID-19 challenges. For example, market closures meant that women could not easily sell their handicrafts. Moreover, during field interviews, it was found that women lack representation in decision making roles and are also restricted from participating in conservation activities, such as patrolling. On the other hand, it was reported that women are more likely to benefit after the project ends as livelihood activities are expected to be sustainable, thereby allowing women to continue earning income and developing new skills. Overall, the MTR team found the Project's Gender Mainstreaming Plan to be **Moderately Satisfactory**.

**Accountability and Grievance Mechanism** is also incorporated into the Safeguard Compliance Plan with the intention to supplement the proactive stakeholder engagement required throughout the duration of the project. While the project has installed an Accountability and Grievance Mechanism, it is not being utilized by the community due to lack of anonymity and/or knowledge of its existence. Therefore, the TE team found the Accountability and Grievance Mechanism to be **Unsatisfactory**.

In regard to **Sustainability of Financial and Institutional Factors**, the MTR Team found the Project has undertaken significant efforts to ensure sustainability at the design phase, through holding consultative meetings and brining all stakeholders on board. Moreover, the project has adopted a sustainable funding strategy through a Conservation Trust Fund (CTF). For **Socio Economic Factors**, the MTR Team found the project rightly recognized the central role of local communities as critical partners in the implementation of the national PA system through a community-based collaborative management arrangement. The project is empowering local communities in natural resource management as well as through sustainable production practices to help improve conservation and improve sustainable livelihoods. In regard to **Environmental Factors**, the effects of climate change also pose risks to the sustainability of the project. Adverse climatic conditions and COVID-19 restrictions place significant challenges on sustaining the livelihood activities. For example, beekeeping and Raphia plants are at risk from bushfires. Furthermore, Varroosis disease is a significant challenge affecting honey bee populations, thus also likely to affect sustainability. Overall, the MTR Team found the sustainability of project outcomes to be **Likely**.

In summary, the ratings of project along the following dimensions is provided in the table below.

Rating Dimension		Rating
Quality of Execution Arrangements		Satisfactory
Quality of Implementation		Satisfactory
Quality of Project M&E	At Design	Satisfactory
	During Implementation	Moderately Satisfactory
Sustainability		Likely



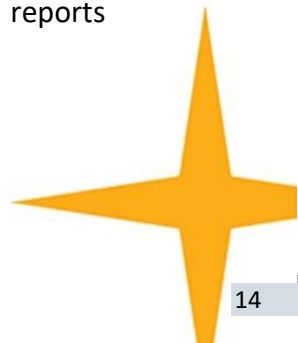
Based on the MTE, the following recommendations are provided:

## **RECOMMENDATIONS FOR CI-MADAGASCAR/PMU:**

1. It is recommended that the PMU works to ramp up activities under Output 1.1.3, including Activity 1.1.3.2 and Activity 1.1.3.3 as there has been limited progress made due to COVID-19 delays or disruptions on account of bushfires.
2. While the project has installed an Accountability and Grievance Mechanism (AGM), the lack of complaints received through the mechanism despite the reported challenges in the field during the MTR visit prove the ineffectiveness of this system. Therefore, it is recommended that the AGM process be revised to ensure complainant's anonymity, thereby encouraging greater AGM response. Moreover, the MTR team recommends increased outreach and awareness activities so that project beneficiaries are more aware of existing grievances mechanisms.
3. Women project beneficiaries were reported to having little to no representation at the decision making levels. For example, in Ankarafantsika the members of the Local Committees of Parks are all men and similarly in Complex Mahavavy Kinkony, the members of the Community-Based Resources Natural Management Tambatatra are also all men. Therefore, it is recommended that PMU works with implementing partners to ensure greater participation of women, especially at the decision making levels.
4. The PMU faces challenges as the implementing partners have limited reporting capacity and also face recurring problems in updating monitoring database managed by the M&E Manager. Therefore, it is recommended that PMU extends support to the implementing partners in improving overall monitoring mechanisms.
5. The PMU faced challenges in gathering financial reporting data from beneficiaries as the templates used were very complicated. Moreover, the templates required beneficiary ID card numbers, which the beneficiaries were reluctant to share. Therefore, it is recommended that the templates are redesigned to be user friendly and ensure sensitive information (such as ID card numbers) be optional. Furthermore, it is recommended that PMU hold trainings/workshops with implementation partners on using the templates.
6. The management partners reported receiving insufficient financial support and equipment from the PA managers. Therefore, it is recommended that to improve local community buy-in for conservation activities, such as patrolling and fighting bushfires, additional financial resources should be allocated for conservation activities.

## **RECOMMENDATIONS FOR CI-GEF/GEF:**

1. For future projects, CI-GEF is recommended to allocate budget dedicated to funding government partners take part in monitoring visits, thereby increasing public sector ownership and wider accountability of the project.
2. Information on monitoring and oversight of Grant Agreement between Global Conservation Fund and FAPBM should be integrated as part of the monitoring reports submitted to CI-GEF.





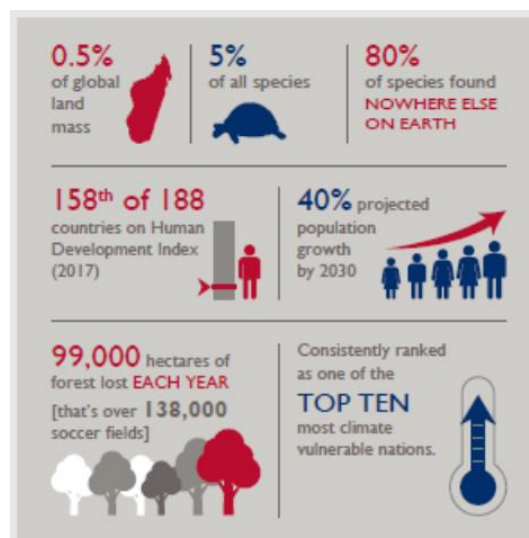
### 3 INTRODUCTION AND BACKGROUND

#### 3.1 COUNTRY CONTEXT

Madagascar is a tropical country located in the Indian Ocean off the coast of South Africa with a landmass of 587 Km<sup>2</sup> and a population of 25.6 million<sup>3</sup>. It is the fourth largest island in the world and is ranked among seventeen mega diverse states, thus often being referred to as a ‘natural sanctuary’. Despite its biological diversity and abundance of natural resources, challenges of political instability, increase in population and rising poverty levels has adversely affected Madagascar’s biodiversity. As a result, more than 90 percent of the country’s original forest areas have been degraded or lost. A major contributing factor to deforestation has been development of largescale projects, including road construction, irrigation networks, extractive industries and more. Moreover, livelihood activities in rural areas which are overwhelmingly dependent on agriculture and other natural resource-based activities also pose significant challenges to biodiversity conservation. The dry forests of Boeny region are among the most threatened by deforestation and forest degradation, thus increasing the pressure on biodiversity in the region. Based on a 2017 PAGE/GIZ report, the region is facing deforestation rate of 1.4% per year.

As part of Madagascar’s 2020 goals for economic growth, the Boeny region has been identified as one of the key regions under the National Development Program (Programme National de Développement or PND) for large scale infrastructure projects, including: roads, port, hydropower dams and commercial agriculture. These investments represent added threats to the already fragile biodiversity conservation of the Boeny region.

Despite having abundant natural resources, Madagascar has one of the highest poverty levels in the world, with three-fourths of the population living below the international poverty line as defined by the World Bank.<sup>4</sup> This is significantly higher than the regional average of 45% poverty. Prior to the COVID-19 pandemic, in 2019 Madagascar achieved 4.8% economic growth, its fastest growth achieved in a decade. The adverse economic and social impacts stemming from COVID-19 will hamper the growth levels,



**FIGURE 1: CHALLENGES FACED BY MADAGASCAR**  
SOURCE: USAID

<sup>3</sup> <https://www.worldbank.org/en/country/madagascar/overview>

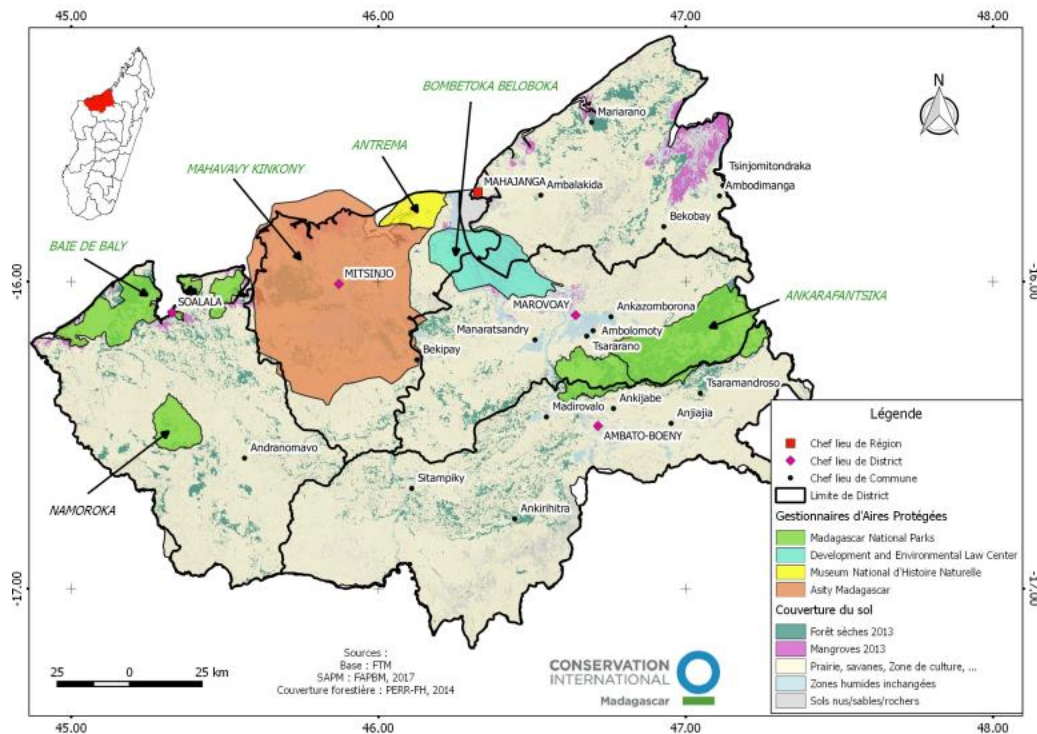
<sup>4</sup> <https://borgenproject.org/10-facts-about-poverty-in-madagascar/#:~:text=The%20majority%20of%20people%20in,defined%20by%20the%20World%20Bank.>

with GDP growth expected to slow down from earlier levels of 5.2% to 1.2%. Moreover, among the African countries, Madagascar is one of the most severely affected by climate change impacts.<sup>5</sup>

## 3.2 ABOUT THE BOENY REGION

The Boeny region, also known as The Northwestern Landscape has a total area of 30,000 km<sup>2</sup> and is located in the Madagascar West Biome. The region has a particularly dense river network and includes large lakes such as Kinkony Lake, the second largest lake in the country. In addition to having several lemur species of global significance, the region is also home to the only population of critically endangered ploughshare tortoise. The large areas of wetland habitats and lakes support important populations of birds, fish and freshwater turtles.

**FIGURE 2: LOCATION OF THE 5 PROTECTED AREAS IN THE NORTH WESTERN LANDSCAPE**



## 3.3 ABOUT THE PROJECT

The GEF-funded ‘*Conservation and Sustainable Use of Biological Diversity in the Northwestern Landscape (Boeny Region)*’ project being implemented in Madagascar began on May 2019 and is scheduled to terminate in May 2023, based on a No Cost Extension (NCE).

<sup>5</sup> <https://www.worldbank.org/en/country/madagascar/overview>





This section provides some historical perspective to the project “*Conservation and Sustainable Use of Biological Diversity in the Northwestern Landscape (Boeny Region)*” as well as expected outputs, outcomes, and impact along with an overview of the implementation arrangements.

The ‘*Conservation and Sustainable Use of Biological Diversity in the Northwestern Landscape (Boeny Region)*’ project is a GEF-funded 3-year duration project with the objective of strengthening the long-term conservation and sustainable use of biodiversity in the five Protected Areas of the Northwestern landscape of Madagascar. The table below shares the five Protected Areas and their IUCN Category and Priorities.

**TABLE 1: IUCN CATEGORIES OF BOENY REGION PAS**

Protected Areas of Boeny Region	IUCN Category and Priorities	Area (Ha)
Ankarafantsika National Park	Category II. Beekeeping, restoration of Raphia forest and training on production of improved Raphia handicrafts, woodlot creation	136,513 ha
Biocultural Site of Antrema	Category VI. Restoration of Raphia forest and training on production of improved Raphia handicrafts, fishing, poultry and cattle rearing	20,620-ha
Complex Mahavavy Kinkony	Category V. Restoration of Raphia forest and training on production of improved Raphia handicrafts, Improved Rice agriculture, market gardening, beekeeping.	302,000 ha
National Park of Baly Bay	Category II. Beekeeping, improved irrigated rice agriculture, improved rainfed rice agriculture, market gardening, ecotourism.	57,418 ha
Bombetoka Belemboaka	Category V. Silk production and handicrafts	71,943 ha

Madagascar’s economic growth model is largely simple and based on exploitation of commodities, agriculture production, textiles and essential oils etc. Therefore, improvement of agriculture value chains and industrial development remain main drivers for achieving structural reforms. The island nation’s economy is reliant on 35 million hectares of arable land and a fisheries industry with a potential of 480,000 tonnes per year. Since Madagascar is highly vulnerable to climate change, structural transformation and economic growth should be undertaken in support of green growth.<sup>6</sup>

At the Protected Areas level, there are significant barriers to full operationalization and management of the five targeted PAs in the Boeny region, including:

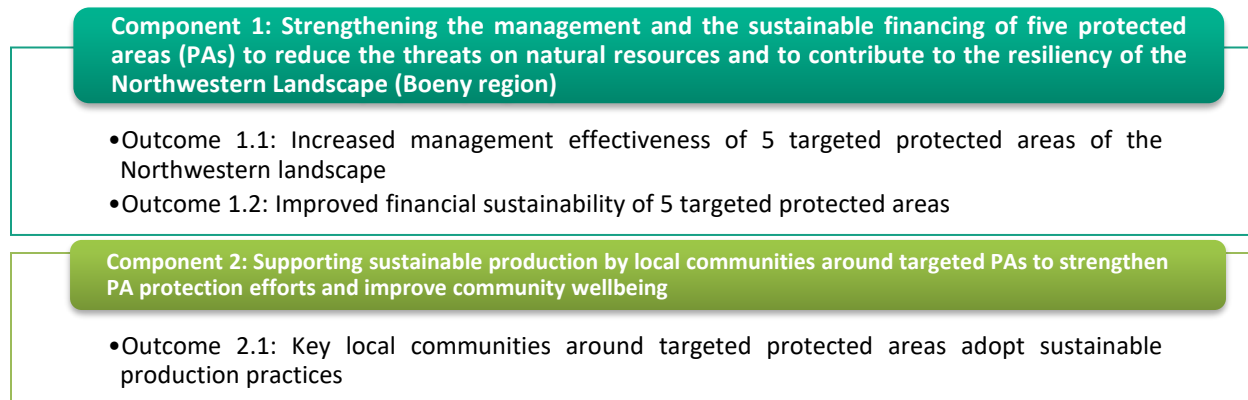
<sup>6</sup> <https://www.afdb.org/en/documents/document/madagascar-2017-2021-country-strategy-paper-99380>



- ❖ Lack of Management Effectiveness;
- ❖ Lack of stakeholder awareness of biodiversity conservation; and
- ❖ Lack of Coordination between conservation and livelihoods activities, production systems;
- ❖ Inadequate funding.

The project components and associated outcomes are detailed in the figure below.

**FIGURE 3: PROJECT OUTCOMES**



### 3.3.1 EXPECTED COMPONENTS AND OUTCOMES OF THE PROJECT

In order to realize the objectives of the two components, the project lays out three outcomes and seven outcome indicators as the table below displays.

**TABLE 2: PROJECT RESULTS FRAME OUTLINING THE OUTCOMES AND OUTPUT**

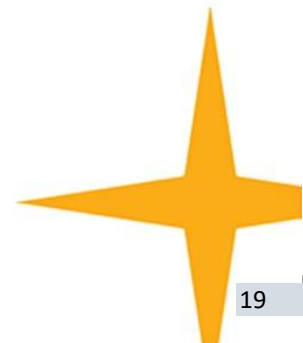
#	PROJECT OBJECTIVE	
	<b>Strengthen the long term conservation and sustainable use of biodiversity in the Northwestern landscape of Madagascar</b>	
#	1	2
Component	Strengthening the management and the sustainable financing of five protected areas (PAs) to reduce the threats on natural resources and to contribute to the resiliency of the Northwestern Landscape (Boeny region)	Supporting sustainable production by local communities around targeted PAs to strengthen PA protection efforts and improve community wellbeing
Outcome	<p><u>Outcome 1.1:</u> Increased management effectiveness of 5 targeted protected areas of the Northwestern landscape.</p> <p><u>Outcome 1.2:</u> Improved financial sustainability of 5 targeted protected areas</p>	<p><u>Outcome 2.1:</u> Key local communities around targeted protected areas adopt sustainable production practices.</p>



Outcome Indicators	<p><u>Outcome indicator 1.1:</u> METT scores of the 5 targeted PAs, covering about 588,494 ha</p> <p>Output 1.1.1.: Targeted protected areas acknowledged and mainstreamed into local and regional planning schemes</p> <p>Output 1.1.2.: Comprehensive and participatory management plans implemented in targeted PAs</p> <p>Output 1.1.3.: Participation of local communities in the management of targeted PAs improved</p> <p><u>Outcome indicator 1.2:</u> Amount of long-term financing available annually for the 5 targeted PAs.</p> <p><u>Outcome indicator 1.3.:</u> Financing gap (expressed as % of total need defined in management plans) of the 5 targeted PAs during 2022- 2025.</p>	<p><u>Outcome indicator 2.1:</u> % of households self-reporting as food insecure.</p> <p><u>Outcome Indicator 2.2:</u> Number of months that households are food insecure Indicator.</p> <p><u>Outcome indicator 2.3:</u> % increase in household income of the local participating communities.</p> <p><u>Indicator 2.4:</u> Number of hectares where sustainable production practices have been adopted.</p>

The Project is funded by USD 6.9 million GEF Grant.<sup>7</sup> In addition, the Project also has eight co-financing partners with a cumulative USD 9.7 million in-kind and in-cash contributions, of which nearly 80% of total co-financing is sourced from the following: FAPBM (USD 4,750,154), Madagascar International Parks (USD 1,402,022) and Conservation International (USD 1,572,939).

<sup>7</sup> GEF Funding 6,917,431 = GEF Project Funding USD 6,817,431 + PPG Funding USD 100,000



## 4 ABOUT THE MTR

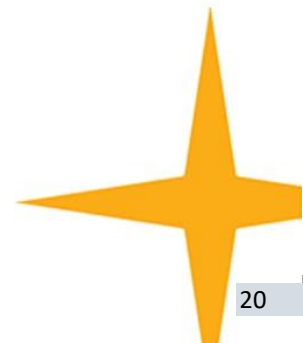
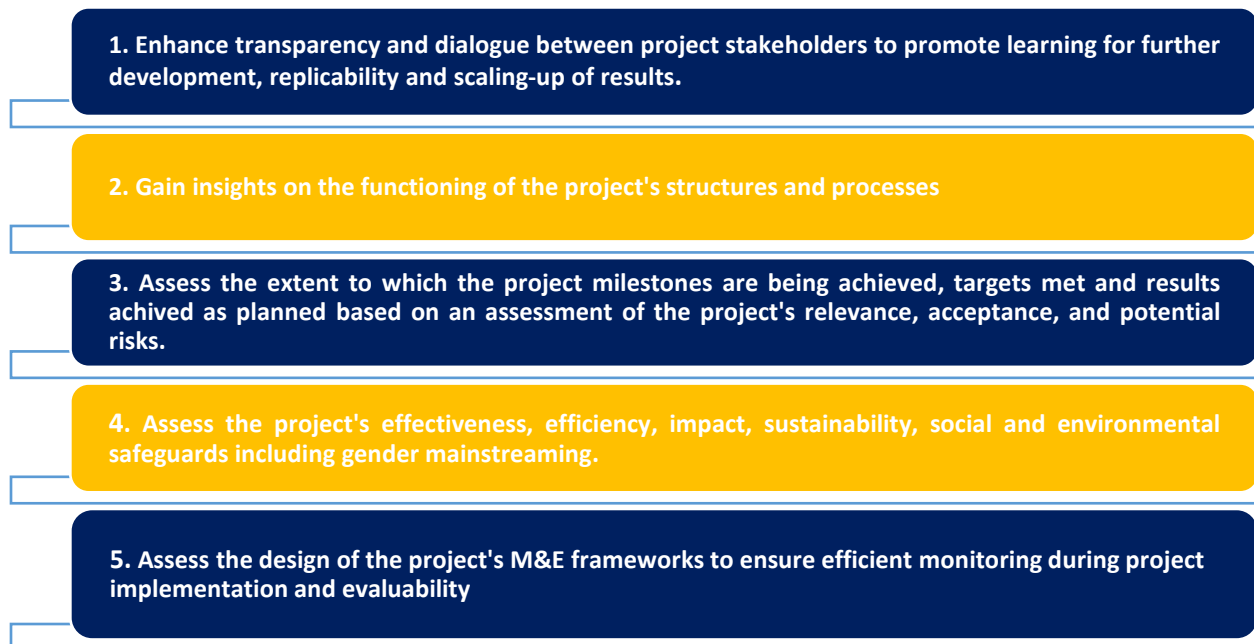
This section provides details on the purpose of the mid-term review as well as its programmatic and geographic scope in line with the terms of reference.

Based on GEF policies, all GEF funded projects are required to undergo and complete an Evaluation. Accordingly, the purpose of this MTR is to provide a comprehensive and systematic account of performance of the project by assessing its design, implementation, and achievement of objectives. Moreover, the MTR assessed the implementation, execution, and processes, along with the **design, relevance, effectiveness, efficiency, management, sustainability, environmental and social safeguards, and M&E system components** of the project as per GEF Evaluation Criteria.

### 4.1 PURPOSE AND OBJECTIVES OF THE MTR

The purpose of this mid-term review is to provide the project management team with feedback on the project's performance to date and to identify early risks to project sustainability, effectiveness, efficiency and progress towards results, including gender mainstreaming. The overall objectives of the MTR are outlined in the figure below.

FIGURE 4: OBJECTIVES OF THE MTR



## 4.2 SCOPE OF THE MTR

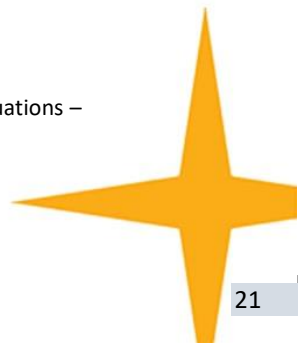
The programmatic scope of the mid-term review encompasses the objectives, outcomes, and outputs as detailed in the project documents and logical frameworks. As part of the MTR, project implementation activities were reviewed from **May 2019 till June 2021**. Furthermore, as outlined in the TORs, the scope of work for the current assignment covers the following aspects in the table below:

**FIGURE 5: PROGRAMMATIC SCOPE OF THE MTR**

SCOPE OF WORK
<p><b>Assess the project based on the standardized mid-term review GEF Criteria, Questions, and Rating System:</b> In order to establish objectively comparable performance, the review team will assess and rate the project under review on the following eight categories and rate them on a six-point scale from highly satisfactory (6) to highly unsatisfactory (1)<sup>8</sup>:</p> <ul style="list-style-type: none"> <li>• <b>Project Design Assessment</b> <ul style="list-style-type: none"> <li>○ Project design</li> <li>○ Project results framework/logframe</li> </ul> </li> <li>• <b>Project performance and progress towards results:</b> <ul style="list-style-type: none"> <li>○ Relevance</li> <li>○ Effectiveness and progress towards results</li> <li>○ Efficiency</li> </ul> </li> <li>• <b>Project Implementation Management:</b> <ul style="list-style-type: none"> <li>○ Project management</li> <li>○ Results-based work planning, monitoring and evaluation systems, reporting</li> <li>○ Financial management and co-finance</li> <li>○ Stakeholder engagement and communication</li> </ul> </li> <li>• <b>Scale-up, sustainability and resilience</b></li> <li>• <b>Gender mainstreaming</b></li> <li>• <b>Environmental and Social Safeguards</b></li> <li>• <b>Performance of Partners</b></li> <li>• <b>Remaining barriers to achieving the project expected results</b></li> </ul>

The project is being implemented in five Protected Areas of the Boeny Region. For the purposes of the current evaluation, the Consultant team conducted field visits, focus group discussions, and in-depth interviews with relevant project stakeholders in **two of the five PAs, including: Ankarafantsik and Complex Mahavavy Kinkony**. Keeping in view the tight timeframe of the evaluation, the PAs were selected based on accessibility to project implementation areas.

<sup>8</sup> The rating system is established by GEF and based on the “Guidelines for GEF Agencies in Conducting Terminal Evaluations – Evaluation Document No. 3”, 2008, GEF.



## 4.3 EVALUATION APPROACH AND METHODOLOGY

This section presents the approach and multi-stage methodology that Cynosure used to undertake the MTR.

The MTR was undertaken from August 2021 to November 2021. The MTR Team adopted a consultative and participatory approach and employed mixed methodologies, combining qualitative and quantitative data from both primary and secondary data sources. The MTR Team included Ms. Umm e Zia as the International Team Leader, Mr. Serge Solo as the National Consultant, and Mr. Faqir Hamim as the Project Coordinator.

The sections below details the approach and methodology used to conduct the MTR which includes undertaking a literature review, development of evaluation tools, conducting key informant and in-depth interviews with various stakeholders, and visits to project field sites.

### 4.3.1 INCEPTION MEETING

Following the award of the MTR consultancy contract on 24 August 2021, an inception meeting was held between the Cynosure MTR International Team Lead and the CI-GEF Representatives<sup>9</sup> on 31 August 2021. The primary purpose of this meeting was to:

- ❖ Serve as an introduction between the MTR Team and the counterparts based in CI-GEF and CI-Madagascar Country Office;
- ❖ Develop understanding of the project and exchange relevant important information;
- ❖ Obtain an overview of the project, its current status, and progress made.
- ❖ Discuss expectations about key deliverables of the assignment as well as other associated responsibilities of the Consultant and the stakeholders;
- ❖ Presentation and approval of the Action Plan detailing the list of activities to be done and the timeframe within which to conduct the review; and
- ❖ Discuss management approach and coordination mechanisms of the assignment.

### 4.3.2 DESK REVIEW AND DOCUMENT ANALYSIS

Following the inception meeting, the MTR Team requested CI-GEF and CI Madagascar/PMU representatives to share project background documents and information. An in-depth desk review was undertaken to facilitate a clear understanding of the project and enable an effective evaluation design. For this purpose, the list of documents reviewed include:

- Terms Of Reference for the MTR
- CI-GEF Project Document
- Annual Budgets [2020 and 2021]
- Supervision Mission Reports [Dec 2020 and Oct 2021]

<sup>9</sup> CI-GEF: Prapti Bhandary and Orissa Samaroo



- Project Inception Report
- Annual Work Plans [2020, 2021 and 2022]
- Baseline Assessment Report
- Project Steering Committee Meeting Reports [2019 and 2020]
- Financial Quarterly Reports [2020 and 2021]
- Project Implementation Report 2021
- Stakeholder Engagement Plan
- GEF Core Indicators 2021
- Annual Work Plans [2020, 2021 and 2022]
- Technical Quarterly Reports [2020 and 2021]
- Copy of contracts for all Implementing Partners/Grantees
- ToRs for PMU Staff

Based on this review, the programmatic and geographic scope of the evaluation activities as well as samples for interviews and field visits were determined.

### 4.3.3 DEVELOPMENT OF MTR DATA COLLECTION TOOLS

Key Informant Interview (KII)/In-Depth Interview (IDI) and Focus Group Discussion (FGD) guide sheets were developed by the MTR Team and utilized during the course of interviews with various stakeholders, partners, and beneficiaries, etc. The data collection tools pertaining to the various project participants are attached in Annex 01.

The FGDs, KIIs and the IDIs were conducted using both structured and semi-structured questionnaires gathering both **qualitative, and wherever relevant, quantitative information** from participants.

Interview guide sheets were developed for conducting the Key Informant Interviews (KII), In-Depth Interview (IDI) and Focused Group Discussion (FGDs) with various stakeholders. The data collection tools pertaining to the various project participants are attached in Annex 01.

### 4.3.4 DATA COLLECTION

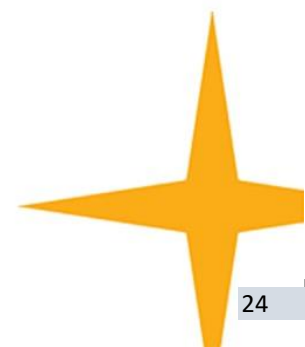
Data was collected through key informant interviews, in-depth interviews and focus group discussions held with project stakeholders and beneficiaries. Key informant interviews were conducted with the implementing agency, executing partners, representatives from government agencies and institutions, and the project's implementing partners. These interviews were conducted remotely using Zoom. In total, the MTR Team conducted interviews with a total of 20 respondents. These included 14 key informants closely involved in the project's implementation and execution including CI-GEF, Project Management Unit, Directorate of PA System, FAPBM, Ministry of Environment, DIREDD, Directorate of Agriculture and Fisheries at Regional Level, GEF Operational Focal Point, Global Conservation Fund and others. In addition, 7 in-depth interviews



were conducted with Madagascar National Parks, PA Development Staff, PA Managers and Local Organizations Supporting PA Management. Moreover, the MTR team also conducted 5 focus group discussions with community members, local organizations supporting PA managers and community conservation groups. The details of the interviewees are provided in Annex 02.

**TABLE 3: NUMBER OF RESPONDENT INTERVIEWED**

No.	Data Collection Method	No. of Interviews
1.	Key Informant Interviews	14
2.	In-Depth Interviews	7
3.	Focus Group Discussion	5





## 5 MTR FINDINGS

### 5.1 PROJECT JUSTIFICATION (DESIGN OF THE GEF PROJECT)

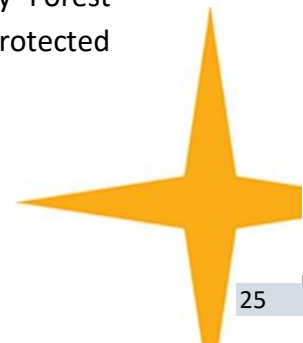
This section provides an assessment of the project's justification through an analysis of its underlying explicit and implicit assumptions, its relevance to the national priorities, GEF strategies, and CI institutional priorities, and its decision-making processes, implementation and execution arrangement.

#### 5.1.1 RELEVANCE

The MTR team found that the project is relevant at national, international, organizational, and community levels. In particular, the project conforms to the national development strategies and plans related to biodiversity protection and sustainable development in Madagascar. Specifically, the project is relevant to key national level initiatives, plans, and policies, including the: National Environment Charter PNAE, National Environment Program, Malagasy Strategy of Biodiversity NBSAP, Government of Madagascar's 2002 pledge to increase protected areas coverage to 6 million hectares and integrate PAs in the overall environmental landscape, National Adaptation Programme of Action (NAPA), National Policy for Climate Change (PNLCC), as well as Madagascar's international commitments through its National Determined Contributions (NDCs).

The project is also relevant to and will contribute to Madagascar's achievement of Aichi Biodiversity Targets, including Target 5 and Target 7 under **Strategic Goal B: Reduce the direct pressure on biodiversity and promote sustainable use** and Target 11 and Target 12 under **Strategic Goal C: To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity**. Similarly, the project is aligned with the National Development Plan (2015-2019), including: Pillar 3: Inclusive growth and territorial anchoring of development and Pillar 5: Treasuring natural capital and strengthening resilience to risks and catastrophes.

At the international level, the project is compatible with GEF-6 Biodiversity Focal Area. Specifically, the project's Component 1 is aligned with **BD Program 1: Improving financial sustainability and effective management of the national ecological infrastructure**, whereas Project Component 2 is aligned with **BD Program 9: Managing the human biodiversity interface**. Similarly, the project is relevant to past GEF projects and initiatives, with shared focus on sustainability, conservation and biodiversity in Madagascar's Protected Areas. In particular, relevant past GEF projects in the country include: i. Sustainable Agriculture Landscape Project in the North-western low altitude plains agro-ecoregion: Marovoay landscape in Boeny region (PADAP) (WB/GEF); ii. A Landscape Approach to Conserving and Managing Threatened Biodiversity in Madagascar with a Focus on the Atsimo-Andrefana Spiny and Dry Forest Landscape (UNDP/GEF); and iii. Strengthening the Network of Managed Resource Protected Areas (MRPA) in Madagascar (UNEP/GEF project); etc.



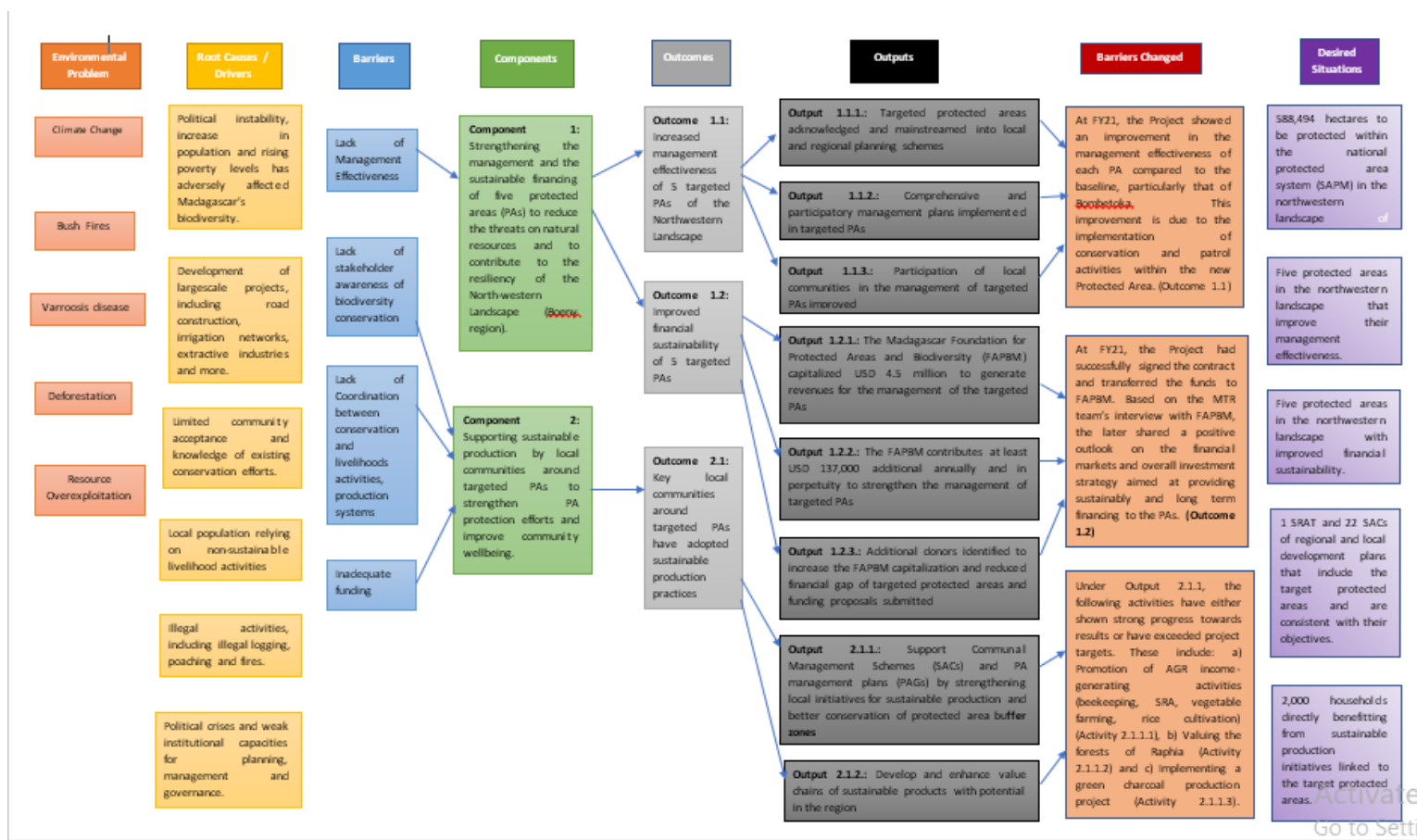
In addition, the project is congruent to CI Institutional Priorities, as elaborated in its **Mission, Strategy** and **Institutional Priorities**, as well as CI's commitment to working with governments and engaging the society towards achieving improved human wellbeing.

The MTR team found that the Project is highly relevant to the project beneficiaries as 80% of the Malagasy population live in rural areas and are heavily reliant on natural resources. Based on field interviews undertaken, the MTR team determined that the local population is highly interested in conservation efforts as well as undertaking sustainable livelihood activities.

## 5.1.2 PROJECT THEORY OF CHANGE

The project document did not provide an explicitly laid out Theory of Change (ToC). Hence the MTR Team constructed a ToC based on the descriptions of the project objectives, outcomes, outputs, underlying risks and assumptions, and pathways for long-term impact based on the project documents and through consultations with stakeholders, as elaborated in Figure 06.

FIGURE 6: PROJECT'S THEORY OF CHANGE



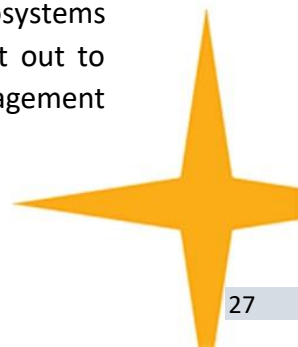
A review of the project's Theory of Change revealed that the Project aims for PA conservation while also accruing the associated development benefits to the local population. To accomplish this, the project intends to support PA system framework development and support sustainable livelihood activities as part of wider conservation efforts. The overall project objective is to strengthen the long-term conservation and sustainable use of biodiversity in the northwestern landscape of Madagascar.

This objective will be achieved through two components, including: Component 1: Strengthening the management and the sustainable financing of five protected areas (PAs) to reduce the threats on natural resources and to contribute to the resiliency of the Northwestern Landscape (Boeny region) and Component 2: Supporting sustainable production by local communities around targeted PAs to strengthen PA protection efforts and improve community wellbeing.

Through **Component 1**, the project aims to Increase management effectiveness of 5 targeted protected areas of the Northwestern landscape (Outcome 1.1) and Improve financial sustainability of 5 targeted protected areas (Outcome 1.2). The major assumptions underlying the theory of change as it relates to strengthening the management and sustainable financing of five PA systems are that: a) Lessons learned from working in 5 targeted PAs will effectively translate towards the wider PA system in Madagascar, and b) Long term financing through the CTF is a more sustainable approach as compared to investing USD 4.5 million directly in the project.

As per **Component 2**, the project proposes that strengthening natural resource management through participatory community collaborative management arrangements provides the most feasible solution in the context of Madagascar. As such, the project's approach to community based management capacities is reflected especially in Component 2, which supports sustainable production by local communities around targeted PAs to strengthen PA protection efforts and improve community wellbeing. Central to achieving Outcome 2.1 is Supporting Communal Management Schemes (SACs) and PA management plans (PAGs) by strengthening local initiatives for sustainable production and better conservation of protected area buffer zones (Output 2.1.1) and Developing and enhancing value chains of sustainable products with potential in the region (Output 2.1.2).

Therefore, the underlying mechanism through which the project intends to achieve long-term success is behavioral change with respect to livelihood activities in rural areas which are overwhelmingly dependent on agriculture and other natural resource-based activities that pose significant challenges to biodiversity conservation. The project sets out to achieve behavioral change not just by raising awareness but also through a dual-pronged mechanism of actively soliciting and facilitating local communities' involvement in the management of their ecosystems by being participants in the Project's conservation and livelihood activities which set out to increase local communities' capacities, skills, and knowledge in natural resource management



whilst supporting the development of alternative sources of livelihood and sustainable use of natural resources.

In summary, the project's theory of change is built on addressing the following challenges:

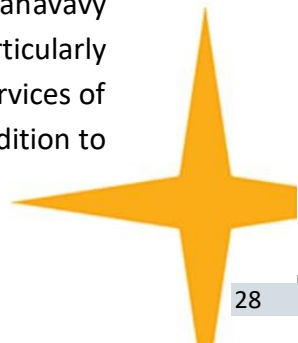
- ❖ Lack of Management Effectiveness;
- ❖ Lack of stakeholder awareness of biodiversity conservation; and
- ❖ Lack of Coordination between conservation and livelihoods activities, production systems;
- ❖ Inadequate funding.

The design acknowledges that there are risks associated with these development interventions, namely, exacerbated illegal logging, poaching and fires following social and/or political crises and weak institutional capacities for planning, management and governance, impact of climate change, and limited community acceptance can hinder project progress. Similarly, uncertainty in financial markets due to global financial trends can adversely impact the Projects' sustainable funding strategy.

## 5.2 PROJECT STRATEGY & DESIGN

An assessment of the project design revealed that the project plays an important role in full operationalization and management of the five targeted PAs in the Boeny region. In Madagascar, the Schéma Régional d'Aménagement du Territoire (SRAT) has been introduced to encourage sustainable planning of the land use within the Region. The project will focus on ensuring that the PAs play a role in supporting the SRAT and SAC by encouraging sustainable production by local communities around the targeted PAs. The Boeny region is one of Madagascar's pilot regions for the SRAT, which will ultimately be used across all of Madagascar's 22 regions. Also, with support from international donors, the Madagascar Protected Areas System (*Système d'Aires Protégées de Madagascar*, SAPM) was established in 2005 with an aim to ensure ecosystem functionalities, mainstream conservation approach into development strategies, programs and planning, and to strengthen conservation ownership at all levels within different sectors. Despite such strong contributions, substantial barriers towards full operationalization and management of the five targeted PAs in the Boeny region still exist, such as: a) Lack of management effectiveness; b) Lack of stakeholder awareness of biodiversity conservation; c) Lack of coordination between conservation and livelihood activities, production systems; and d) Inadequate funding. The Project design aimed to leverage its resources to provide incremental support for removing these barriers that are currently hindering the management effectiveness of the PAs.

Crucially, the Project selected five Protected Areas in the West Boeny Region of Madagascar, including: a) Ankarafantsika National Park, b) Biocultural Site of Antrema, c) Complex Mahavavy Kinkony, d) National Park of Baly Bay and e) Bombetoka Belemboka, as it contains particularly high levels of biodiversity of global importance, generating environmental goods and services of national importance, and being vulnerable to a number of environmental threats. In addition to



strengthening the management and the sustainable financing of five protected areas (PAs), the design also aims to support sustainable production practices by local communities through livelihood activities.

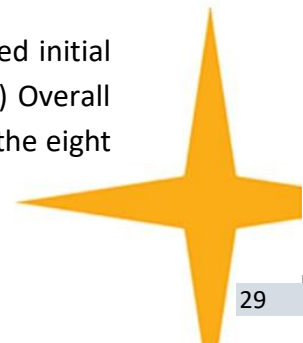
The MTR team determined that the project design benefited from an extensive consultative process. At the inception phase, CI involved stakeholders and conducted consultative workshops to register and integrate feedback received. For example, following the inception phase, an Inception Workshop was conducted in September 2019, which allowed the project to introduce objectives, expected results, budget and other key details to all stakeholders. Main recommendations from the Inception Workshop included: i) Necessity to organize training of PA managers and staff from the Ministry of Environment and ii) Continued support for the implementation partners following the training session. These recommendations from the Inception Workshop were then integrated in the Work Plan of the PMU. Following the Inception Workshop, two further consultative workshops were also conducted, in addition to an Evaluation Workshop of the Project Logical Framework. Resultantly, key implementing partners and stakeholders were actively involved in the project design process in order to ensure that the project was aligned with government priorities and its policies.

Moreover, the Project builds on past work undertaken prior to the design of this current project. For example, four out the five protected areas funded by GEF-6 were already part of the Protected Areas System of Madagascar, thereby having an existing Management Plan and Environmental and Social Management Plan. Furthermore, the current Project was designed to enhance previous GEF investments that have been made to establish the Complex Mahavay Kinkony and Bombetoka-Beloboka reserves by improving their long term financial sustainability.

The MTR team also determined that the Project Design benefited from Conservation International's long standing experience in Madagascar, in particular to its role in formation of the FAPBM, which was set up jointly in 2003 with the support of shared funding from Government of Madagascar, Conservation International and World Wildlife Federation.

The MTR team found the project design also benefited from the Gender Analysis that was undertaken in all 5 PAs prior to the start of the project. The Analysis was based on baseline data that was collected from a total of 159 individuals, including 84 men and 75 women. In addition to a detailed project strategy, the Project Document included factors that ensured the successful implementation of the project, including: i. Risk Assessment and Mitigation Planning, ii. Environmental and Social Management Framework, iii. Implementation and Execution Arrangements for Project Management, iv. Monitoring and Evaluation Plan Summary and, v. Details of Project Budget.

Based on discussions with the PMU, the MTR Team found that the project design faced initial challenges such as: a) Limited baseline information to determine project indicators, b) Overall consensus concerning activities to achieve the objectives, and c) Budget allocation for the eight





implementing partners. Moreover, the project faced early challenges as most people involved in the project design were not part of the project implementation phase. Despite these challenges, the MTR team found that a strong and practical project design has actively contributed to effective project implementation thus far.

In addition to involving stakeholders at the inception phase, the project also benefited from the Component 1 activities being aligned with those activities in the Management Plans of the target PAs and already being implemented by the PA managers. Similarly, for Component 2, the activities were welcomed by project beneficiaries, thereby gaining strong buy-in from local community members.

## 5.3 PROJECT RESULTS FRAMEWORK

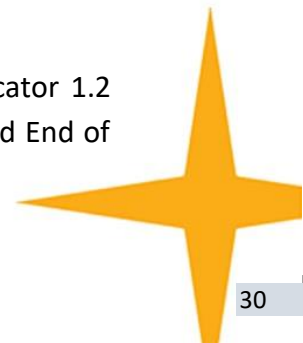
An in-depth review and analysis of the project's results framework indicated that the framework provided in the project document lists specific indicators, baseline, and targets for each project outcome. Further supporting each outcome are lists of project outputs, their indicators and associated targets to gauge progress towards achieving the outcomes and in turn the project components as well.

The Project was found to have a sequential design, with outputs building off the work done upon one another. Furthermore, the Project Results Framework was well designed as each of the Outcomes were stand-alone and did not overlap, thus providing a clear picture of Project baseline, end of project targets and expected outputs and indicators. For instances, under Outcome 1.1, the project aims to increase management effectiveness of the targeted 5 PAs. Similarly, Outcome 1.2 focuses on improving financial sustainability of targeted 5 PAs, and Outcome 2.1 refers to local communities adopting sustainable production practices.

Overall, the Project Results Framework presents a specific and measurable approach by having quantifiable indicators and targets, associated with each of the Outputs and Outcomes. Moreover, quantitative Project Baseline and End of Project Targets are also provided.

For example, under **Outcome 1.1**, the Project Baseline provides quantitative data for METT scores for 5 targeted PAs. Moreover, End of Project Target also identifies easy-to-measure quantifiable target of '15% increase of average METT scores', against which Indicator 1.1 'METT scores of the 5 targeted PAs, covering about 588,494 ha' will be measured. Similarly, under Output 1.1.2, Indicator 1.1.2 refers to number of management plans up-to-date and implemented in targeted PAs. For Output 1.1.3, Participation of local communities in the management of targeted PAs is measured via Indicator 1.1.3 which refers to number of local management structures fulfilling the terms of reference. Moreover, the associated Target also measures each management structure to have at least 20% women participation.

Under **Outcome 1.2**, Indicator 1.1 refers to amount of long-term financing and Indicator 1.2 refers to financing as a % of total need. Furthermore Outcome 1.2 Project Baseline and End of



Project Target both clearly indicate the exact USD amount annually provided and % of financing requirements covered for the project duration. Similarly, Output 1.2.3 refers to detailing additional donors, whereas the associated indicator 1.2.3.1 and Target, both quantify 3 funding requests.

**Outcome 2.1** refers to local communities adopting sustainable production practices. The associated Project baseline provides a clear to understand and easy to measure reference, i.e. '72% of households self reporting as food insecure'. Similarly, the End of Project Target also is easily understood as it aims for 20% reduction in the baseline numbers. Associated targets are also quantifiable, i.e 16 livelihood initiatives, 2600 persons and 2000 households participating in sustainable production initiatives.

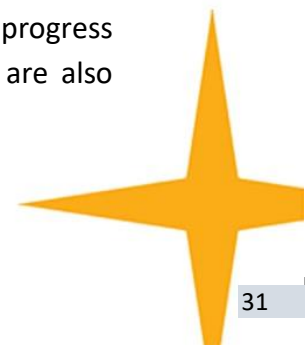
On the other hand, some outcome and output indicators have limited delineation and specificity. For example, while the targets under Output 2.1.1 identifies '16 livelihood activities' and '2600 persons (1300 men and 1300 women)', in the Project Results Framework, targets are not disaggregated for the 5 PAs.

Further, the Gender Action Plan (GAP) provided in the project document lists three indicators that measure: a) number of men and women participating in project activities (1300 men and 1300 women); b) number of men and women receiving benefits from the project (1300 men and 1300 women); and c) the number of strategies, plans and policies with gender considerations taken into account (5 plans). Assessment of the Project Results Framework shows two of the GMP targets have been incorporated. For example, against Indicator 2.1.1.2 referring to 'number of people (gender disaggregated) participating in sustainable production initiatives supported by the project', the associated target lists 1300 women and 1300 men. Similarly, target for Output 1.1.3 refers to each of the 5 management structures to have at least 20% women. However, the Project Results Framework makes no mention of the number of men and women receiving benefits from the project, as clearly listed as the second indicator in GMP.

In conclusion, the MTR team found the project design to be aligned with the key priorities of CI - GEF and Government of Madagascar. Moreover, the design document provides detailed guidance to implementation teams on stakeholder engagement, monitoring and evaluation, and safeguards, etc. Also, the Project Results Framework provides easy to measure and quantifiable baseline, end of project targets and indicators. While these strengths have translated into a satisfactory project implementation, there are certain short falls in the Project Results Framework, such as gender disaggregated targets.

## 5.4 PROGRESS TOWARDS RESULTS

This section provides an output-level and outcome-wise analysis of the project's progress towards achieving results. In accordance with the MTR guidelines, outcome ratings are also



provided while taking into account the project's relevance, effectiveness, and efficiency and achievements against its expected targets.

#### 5.4.1 OUTCOME 1.1

Outcome 1.1 relates to increased management effectiveness of the targeted Protected Areas. Broadly, the main components for this outcome include: a) Targeted PAs acknowledged and mainstreamed into local and regional planning schemes (Output 1.1.1) and b) Comprehensive and participatory management plans implemented in targeted PAs (Output 1.1.2).

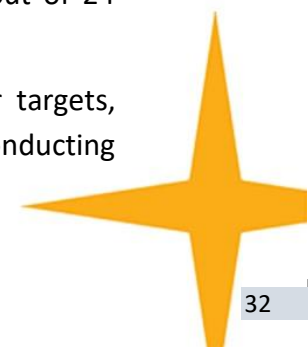
TABLE 4: PROGRESS ON INDICATORS UNDER OUTCOME 1.1

Outcome 1.1: Increased management effectiveness of 5 targeted PAs of the Northwestern Landscape					
Indicators	Baseline	Target	Progress till MTR	Progress Rating	Recommendations
<b>Indicator 1.1.: METT scores of the 5 targeted PAs, covering about 588,494 ha</b>	1.1.1.: METT scores for the 5 targeted PAs36: Ankarafantsika: 67 Baie de Baly: 78 Complexe Mahavavy-Kinkony: 52 Bombetoka Beloboka: 20 Antrema: 77 Average: 58.8	1.1.1.: 15% increase of the average METT score for the 5 targeted PAs:	<b>At FY21, the Project showed an improvement in the management effectiveness of each PA compared to the baseline,</b> particularly that of Bombetoka. This improvement is due to the implementation of conservation and patrol activities within the new Protected Area.	Satisfactory	Expedite activities under Output 1.1.3, to meet targets for undertaking meetings of governance structures and COSAP

Under Outcome 1.1, there are three outputs, including: a) *Targeted protected areas acknowledged and mainstreamed into local and regional planning schemes* (Output 1.1.1), b) *Comprehensive and participatory management plans implemented in targeted PAs* (Output 1.1.2), and c) *Participation of local communities in the management of targeted PAs improved* (Output 1.1.3). These three outputs involve 15 activities, in total. Overall improvement in management effectiveness of the targeted PAs is contributed to and reflected in the progress made at the activity level, as detailed below.

Under **Output 1.1.1**, at the time of the MTR, Several PA activities financed by GEF-6 contribute to the strategic axes and activities of the SRAT and the SACs (i.e. 1 SRAT and 22 out of 24 completed SACs), thereby completing nearly 92% of SACs.

Similarly, of the ten activities under **Output 1.1.2**, 5 (50%) met or exceeded their targets, including: 1. Carrying out forest restoration and Raphia (Activity 1.1.2.4), 2. Conducting





communication and outreach activities (Activity 1.1.2.5), 3. Carrying out fleet boundaries and maintaining existing bollards (Activity 1.1.2.6), 4. Monitoring the implementation of the management plan and activities within each protected area (Activity 1.1.2.8), and 5. Overseeing the implementation of the APs AWP (Activity 1.1.2.10).

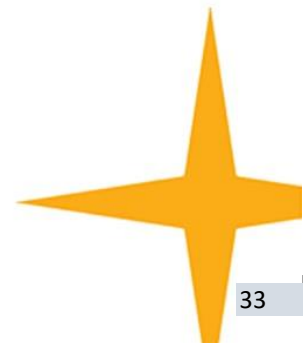
Whereas, the following four activities showed strong progress, including 1. Conducting ecological monitoring / eliminating invasive species (Activity 1.1.2.1), 2. Establishment and maintenance of firewalls / firefighting (Activity 1.1.2.2), 3. Conducting patrols with communities, APs managers, Control and sweep by "mixed brigades" (police/gendarme, forest officers, local community representatives) and aerial surveys (Activity 1.1.2.3), and 4. Working with the ministry of justice on law enforcement for people who commit offenses in protected areas (Activity 1.1.2.7).

On the other hand, Training of PA officials on PA legislation, SMART oversight, METT enforcement, existing SAPM tools/policies/procedures/monitoring (Activity 1.1.2.9), an activity that is critical for institutional sustainability of project interventions, showed little progress, as against a target of 113 participants, only 29 received training, thus meeting only 25% of activity targets.

**Under Output 1.1.3**, Activity implementation has not been able to meet its targets due to delays. For example, activities related to 1. Supporting meetings of governance structures (Activity 1.1.3.2) and 2. Organization of meetings of the COSAP Protected Area Orientation and Support Committee (Activity 1.1.3.3) have not been able to make any progress due to either COVID-19 delays or disruptions on account of bushfires. On a positive note, the following activities were reported to progress well, including: 1. Organizing PA governance training for co-management with the community (Activity 1.1.3.1) and 2. Building teachers' capacities in Education for Sustainable Development (ESD) (Activity 1.1.3.4).

In summary, at the time of the MTR, Outcome 1.1 showed strong progress towards improvement in the management effectiveness of the Protected Areas. At the Output level, Output 1.1.1 achieved 92% of target completion. Similarly, for Output 1.1.2, 50% of the activities had either met or exceeded targets. These activities primarily focused on reforestation, outreach activities, monitoring and oversight of implementation, etc. Moreover, 40% of the activities showed strong progress towards results, including activities related to ecological monitoring, firefighting, conducting patrols and working with the Ministry of Justice. Under Output 1.1.3, the project has not been able to meet its targets for undertaking meetings of governance structures and COSAP due to COVID-19 restrictions.

In conclusion, based on the assessment of the MTR, the following ratings are provided for Outcome 1.1 in accordance with the CI-GEF MTR criteria.



**TABLE 5: OUTCOME 1.1 RATING**

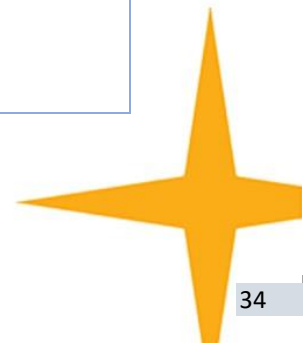
Criteria	Rating
Relevance	Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Outcome Rating	Satisfactory

## 5.4.2 OUTCOME 1.2

Outcome 1.2 aims to improve financial sustainability of the 5 PAs by investing USD 4.5 million with FAPBM to generate revenues for PA management (Output 1.2.1). Based on this investment, the project expects FAPBM to contribute at least USD 137,000 annually to strengthen PA management (Output 1.2.2). In addition, the Project expects the FAPBM to submit funding proposals to three additional donors in order to increase FAPBM capitalization and reduce financial gap (Output 1.2.3).

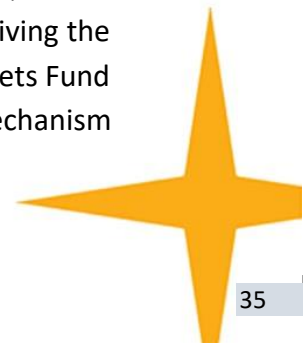
**TABLE 6: PROGRESS ON INDICATORS UNDER OUTCOME 1.2**

Outcome 1.2: Improved Financial Sustainability of 5 targeted PAs					
Indicators	Baseline	Target	Progress till MTR	Progress Rating	Recommendations
<b>Indicator 1.1. Amount of long-term financing available annually for the 5 targeted protected areas.</b>	1.2.1.: An average of USD 194,558 annually provided by FAPBM to four PAs in Boeny 1.2.2.: covering 4.9% of the financing requirements for the 2019-2021 period.	1.2.1.: USD 137,000 additional funding available annually for the 5 targeted PAs	<b>At FY21, the Project had successfully signed the contract and transferred the funds to FAPBM.</b> Based on the MTR team's interview with FAPBM, the later shared a <b>positive outlook on the financial markets and overall investment strategy</b> aimed at providing sustainably and long term	Satisfactory	Information on monitoring and oversight of Grant Agreement between GCF and FAPBM should be integrated as part of the monitoring reports submitted to CI-GEF



			financing to the PAs.		
<b>Indicator 1.2.: Financing gap (expressed as % of total need defined in management plans) of the 5 targeted PAs during 2022-2025</b>		1.2.2.: Financing gap for 2022-2025 reduced to 25 % of total need as defined in management plans	On account of COVID-19 delays, field visits have not yet been undertaken to carry out need identification activities. Thereby, little progress has been reported for this indicator. Moreover, at the time of the MTR there has been no progress on the three funding requests to be submitted to potential donors. However, CI GEF reported that FAPBM will initiate the funding requests in January 2022.		

The MTR team assessed that Output 1.2 is progressing well with no challenges reported. While there were some early delays in signing the agreement with FAPBM, by FY21 Signature of the grant agreement between CI and the FAPBM was carried out on November 24, 2020. Subsequently, FAPBM received the transfer of funds on December 17, 2020. After receiving the capital, FAPBM invested the USD 4.5 million in units of the Lombard Odier Money Markets Fund (ISIN CH011101295). As per project design, at the time of the MTR, future financing mechanism



were on track as revenue generated by the USD 4.5 million is on schedule to begin in January 2023.

The MTR team found that Global Conservation Fund (GCF) works effectively to maintain an oversight of FAPBM and thus monitoring the disbursement of funds made. As per the Grant Agreement signed between GCF and FAPBM, the latter is required to report to GCF for a period of ten years, including submitting investment reports which highlight the performance over the past months/years and to track the health of an asset portfolio. FAPBM also submits narrative based reports highlighting any material challenges in the project (such as change in board members) and to present an overall picture of investment. Overall, GCF reported that there have been no red flags and the investment performance has been performing well.

However, in reference to Indicator 1.2 concerning financing gap, there has been no progress reported on conducting fundraising activities to reduce the financial deficit of targeted protected areas (Activity 1.2.3.1). However, CI GEF shared that FAPBM will initiate work on these fundraising activities in January 2022.

In summary, at the time of the MTR, Outcome 1.2 showed strong progress towards improving financial sustainability of 5 targeted PAs, with no challenges reported. The MTR team found that despite some early delays in signing an agreement with FAPBM, future financing mechanisms are on track to generate revenue beginning in January 2023. At the output level, CI GEF reported that FAPBM will initiate work on fundraising activities (Activity 1.2.3.1) in January 2022.

In conclusion based on the assessment of the MTR, the following ratings are provided for Outcome 1.2 in accordance with the CI-GEF MTR criteria.

**TABLE 7: OUTCOME 1.2 RATING**

Criteria	Rating
<b>Relevance</b>	Satisfactory
<b>Effectiveness</b>	Satisfactory
<b>Efficiency</b>	Satisfactory
<b>Overall Outcome Rating</b>	Satisfactory

## 5.4.3 OUTCOME 2.1

Outcome 2.1 involves key local communities to adopt sustainable production practices. This Outcome is composed of two Outputs, including: Output 2.1.1: Support Communal Management Schemes (SACs) and PA management plans (PAGs) by strengthening local initiatives for sustainable production and better conservation of protected area buffer zones; and Output 2.1.2: Developing and enhancing value chains of sustainable products with potential in the region.



**TABLE 8: PROGRESS ON INDICATORS UNDER OUTCOME 2.1**

<b>Outcome 2.1: Key local communities around targeted PAs have adopted sustainable production practices</b>					
<b>Indicators</b>	<b>Baseline</b>	<b>Target</b>	<b>Progress till MTR</b>	<b>Progress Rating</b>	<b>Recommendations</b>
<b>Indicator 2.1.: % of households self reporting as food insecure</b>	2.1.1: 72% of households self-reporting as food insecure	2.1.1: 20% reduction in the number of households reporting that they are food insecure	<b>Mid Term Survey has not been undertaken due to COVID related delays.</b> Moreover, PMU or CI Madagascar did not have any clear timeline of when the Survey will be scheduled. <b>For outcome indicator It should be noted, CI GEF is uncertain about the Project achieving substantial % increase in household income of beneficiaries.</b>	Moderately Satisfactory	1. Prioritize the Mid Term survey to assess progress towards results  2. Under Output 2.1.1, expedite activities related to development of natural resources and promotion of tourism
<b>Indicator 2.2.: Number of months that households are food insecure</b>	2.1.2: Median number of months households are food insecure is 4 months	2.1.2: Median number of months households are food insecure is reduced to 3 months		Moderately Satisfactory	
<b>Indicator 2.3.: a) % increase in household income of the local participating communities</b>	<b>2.1.3: Average household income around PAs is 1,297,465 Ariary</b>	<b>2.1.3: 15% increase in average annual household income for participants in sustainable production initiatives supported by the Project</b>		Moderately Satisfactory	3. Increase outreach activities to reach the remaining 58% households  4. Improve efficiency of support to communities, such as timely payments and provision of equipment for firefighting
<b>Indicator 2.4: number of hectares where sustainable production practices have been adopted.</b>	<b>2.1.4: On zero hectares, sustainable production practices have been adopted</b>	<b>2.1.4: On 500 hectares sustainable production practices have been adopted</b>		Moderately Satisfactory	

Under Outcome 2.1, there are two Outputs, including: Support Communal Management Schemes (SACs) and PA management plans (PAGs) by strengthening local initiatives for sustainable production and better conservation of protected area buffer zones (Output 2.1.1) and Development and enhancement of value chains of sustainable products with potential in the region. (Output 2.1.2).

In the absence of the Mid Term Survey, as dictated in the Project Design, the MTR team could not make a conclusive assessment on the progress towards results for Outcome 2.1. However, based on consolidated activity level data provided by CI Madagascar, the MTR team assessment is detailed below.

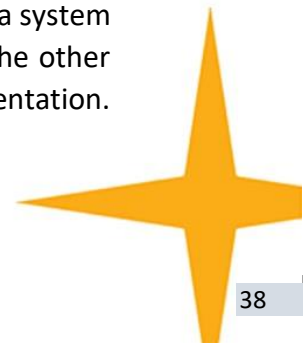
Under **Output 2.1.1**, the following activities have either shown strong progress towards results or have exceeded project targets. These include: a) Promotion of AGR income-generating activities (beekeeping, SRA, vegetable farming, rice cultivation) (Activity 2.1.1.1), b) Valuing the forests of Raphia (Activity 2.1.1.2) and c) Implementing a green charcoal production project (Activity 2.1.1.3).

On the other hand, the project has been unable to undertake any progress in a) Supporting the development of natural resources (Activity 2.1.1.4) and b) Development of tourism through the creation of circuits and dedicated signage (Activity 2.1.1.5). Absence of progress in these two activities is linked to COVID-19 restrictions as they involved conducting events/fairs and relied on tourism activities. However, in June 2021, identification of tourist activities were carried out.

Similarly, under **Output 2.1.2**, *Supporting the development of the Raphia, beekeeping, salt, fisheries, beef and poultry sectors* (Activity 2.1.2.1) showed great progress in often meeting or exceeding targets of number of beneficiaries participating in related livelihood engagements. Furthermore, activities a) Development of the silk sector value chain (Activity 2.1.2.3), b) Conducting studies to identify other promising market sectors through a value chain approach (Activity 2.1.2.4), and c) Conducting a value chain analysis for priority sectors in the Boeny region (Activity 2.1.2.5), all showed strong progress in terms of reaching number of beneficiaries, number of sectors involved for value chains, and number of value chain development plans, respectively.

In addition to the consolidated data provided by CI Madagascar, the MTR team also relied on information gathered during field interviews to inform progress towards results at the activity level for Outcome 2.1, as detailed below.

The MTR team found that despite implementation delays relating to COVID 19 restrictions, most of the expected project results were achieved and some even exceeded baseline targets. For example, in Complex Mahvavy Kinkony, against a reforestation target of 3000 pots per year, the project achieved 9000 pots, thereby exceeding the target by 200%. Equally encouraging, the project has almost achieved the number of hectares protected within the protected area system by achieving 92% of the outcome i.e. 588,494 ha against a target of 516,551 ha. On the other hand, the MTR team identified salient areas where the Project has had weak implementation.





Most notably, at the time of the MTR, only 829 out of the targeted 2,000 households were involved in project activities, thereby achieving 41% of households.

The MTR team also, identified challenges in project implementation that hindered overall progress towards results. For example, management partners reported receiving insufficient financial support provided by PA managers. Furthermore, management partners reported that they have no equipment to fight the bushfires and receive very meager patrol allowances, i.e. 5000 Ariary per patrol (equivalent of USD 1.25).

In summary, the MTR team was not able to get a conclusive understanding of progress towards results as the Mid Term Survey had not yet been undertaken. However, based on consolidated data provided by CI Madagascar and in addition to filed interviews undertaken as part of this Evaluation, the MTR team determined that Outcome 2.1 is progressing well. Overall activities under Output 2.1.1 and Output 2.1.2 showed strong progress, including promotion of AGR income generating activities, valuing Raphia forests, implementation of green charcoal production project, livelihood activities, and development of value chains. However, under Output 2.1.1 activities related to development of natural resources and promotion of tourism were delayed due to COVID-19 restrictions.

Despite COVID-19 challenges, the MTR team found that key project activities still met or exceeded targets. For example, 92% of hectares were protected and reforestation activities in Complex Mahavavy Kinkony met 200% of its target. However, the progress has faced challenges in reaching out to households as only 42% of the intended 2,000 households were reached. Moreover, challenges were also reported in regard to delayed financial support to beneficiaries and unavailability of equipment for conservation activities such as patrolling and firefighting.

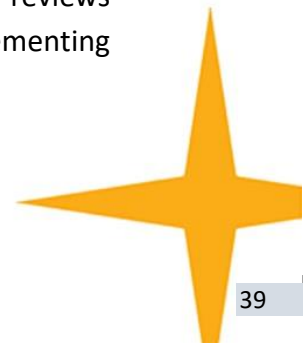
In conclusion based on the assessment of the MTR, the following ratings are provided for Outcome 2.1 in accordance with the CI-GEF MTR criteria.

**TABLE 9: OUTCOME 2.1 RATING**

Criteria	Rating
Relevance	Satisfactory
Effectiveness	Moderately Satisfactory
Efficiency	Moderately Satisfactory
Overall Outcome Rating	Moderately Satisfactory

## 5.5 SAFEGUARDS

The project has triggered three safeguard policies, including: a) Stakeholder Engagement; b) Gender Mainstreaming; and c) Accountability and Grievance Mechanisms. This section reviews the safeguard plans and documentation and analysis the effectiveness of implementing management measures related to the safeguards.



## 5.5.1 STAKEHOLDER ENGAGEMENT PLAN

The project document provides a detailed and comprehensive stakeholder engagement plan which formulates the project's approach to stakeholder involvement and participation in line with CI and GEF requirements. This Stakeholder Engagement Plan lists four indicators measuring:

- A. Number of government agencies, civil society organizations, private sector, indigenous peoples, and other stakeholder groups that have been involved in the project implementation phase on an annual basis;
- B. Number persons (sex-disaggregated) that have been involved in project implementation phase (on an annual basis);
- C. Number of engagement (e.g. meeting, workshops, consultations) with stakeholders during the project implementation phase (on an annual basis); and
- D. Percentage of stakeholders who rate as satisfactory the level at which their views and concerns are taken into account by the project.

As shared above, these indicators are reported by the PMU on an annual basis. Based on a review of the most recent Project Implementation Report FY21, the project has demonstrated a continuous process of stakeholder engagement. In fact, targets were exceeded for all indicators in FY 21, including Indicator A by 332%; Indicator B by 249% and Indicator C by 1,280%, as elaborated below:

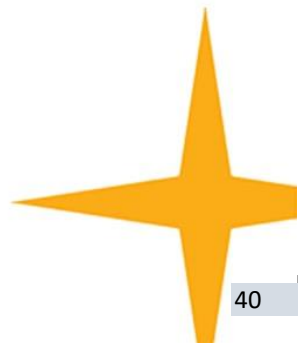
**Indicator A:** A total of 9,524 (332%) stakeholders were involved, against a yearly target of 2,204 stakeholders. A breakdown of the stakeholders involved include: 10 Government agencies; 9,489 households; 6 Private sector entities; 3 PA Managers; and 16 Civil Society Organizations (CSOs).

**Indicator B:** A total of 9,078 persons (249%) were reached, including 7,388 male and 1,690 females, against a yearly target of 2,600 (1,300 male and 1,300 female).

**Indicator C:** Against a yearly target of 5 engagements, 69 engagements (1,280%) were conducted. These include: 1 consultation; 42 capacity building/trainings; 9 awareness raising; 10 meetings; 5 exchanges; 1 workshop and 1 socioeconomic survey.

Conversely, a review of the PIR for FY20 revealed that while the project was similarly successful in exceeding the indicator targets for Indicator C by having 19 engagements, exceeding annual targets by 280%, it fell behind its targets for Indicator A with 989 stakeholders involved, meeting less than half of its annual target (49%). Similarly, for Indicator B, the project involved 1,115 persons, meeting just 43% of its annual target.

The table below summarizes the indicators, their targets and achievement reported in (PIR FY20 and PIR FY21).





**TABLE 10: STAKEHOLDER ENGAGEMENT PLAN INDICATORS, TARGETS & ACHIEVEMENTS AS OF THE MTR**

Indicator	Target	Achieved as of MTR
Number of stakeholder groups involved in the project	2,024	9,524
Number of persons involved in the project	2,600	9,078 (7,388 males and 1,690 females)
Number of engagements held with stakeholders	5	69
Percentage of stakeholders who rate as satisfactory the level at which their views and concerns are taken into account	N/A	N/A

Also, no information is available regarding satisfaction level of stakeholders, as required by the Stakeholder Engagement Plan. However, based on the MTR team assessment of the project implementation and field observations it was determined there is a high satisfaction level, with an estimated 80% for local community and 60% for local partners of PA, including CBOs and Local Committee of Parks. Moreover, the MTR team reported high satisfaction among the local community as they found the livelihood activities to have a strong socio-economic impact. On the other hand, CBOs and Local committee of Parks (Ankarafantsika) feel that support from PA Managers (ASITY and Madagascar National Parks) is not enough, particularly in terms of equipment for fighting bush fire, delay of the payment of indemnity, etc.

Overall, the MTR team found the Project's Stakeholder Engagement Plan to be **Satisfactory**.

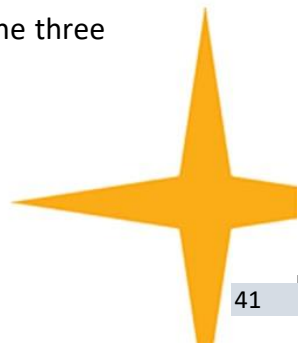
## 5.5.2 GENDER MAINSTREAMING PLAN

The project document includes a Gender Mainstreaming Plan (GMP). The Plan is based on a fact finding mission organized by Conservation International in the five targeted Protected Areas with the purpose of collecting baseline data prior to the inception of the project, with an emphasis on gender aspects.

The Gender Mainstreaming Plan lists three indicators, measuring;

- Number of men and women that participated in project activities (e.g. meetings, workshops, consultations);
- Number of men and women that received benefits (e.g. employment, income generating activities, training, access to natural resources, land tenure or resource rights, equipment, leadership roles) from the project; and
- Number of strategies, plans (e.g. management plans and land use plans), and policies derived from the project that include gender considerations (this indicator applies to relevant projects).

Based on the most recent Project Implementation Report FY21, the project has demonstrated strong participation of men and women that participated in project activities as well as those who received benefits. Accordingly, the project annual achievements against each of the three indicators is shared below:



**Indicator A:** A total of 3,122 persons (1,895 men and 1,227 women) participated in project activities, against a yearly target of 2,600 persons (1,300 men and 1,300 women). Thereby, exceeding the annual target by 20%.

**Indicator B:** A total of 7,212 persons (6,239 men and 973 men) received benefits from the Project, against a yearly target of 2,600 (1,300 male and 1,300 female). Thereby, exceeding the target by 177%.

A review of the PIR for FY20 revealed that the project only achieved 51% of its annual target for Indicator A with 1,338 persons (868 men and 470 women) participating in project activities. Similarly, for Indicator B, the project only achieved 41% of its annual target with 1,069 persons (708 men and 361 women) receiving benefits from the project.

The table below summarizes the indicators, targets, and achievements of the project as of the MTR.

**TABLE 11: GENDER ACTION PLAN INDICATORS, TARGETS & ACHIEVEMENTS AS OF THE MTR**

Indicator	Target	Achieved as of MTR
Number of men and women participating in project activities	2,600 (1,300 men and 1,300 women)	3,122 individuals (exceeding the target by 20%)
Number of men and women receiving benefits from the project	2,600 (1,300 men and 1,300 women)	7,212 individuals (exceeding the target by 177%)
The number of strategies, plans and policies with gender considerations taken into account	5 plans	0

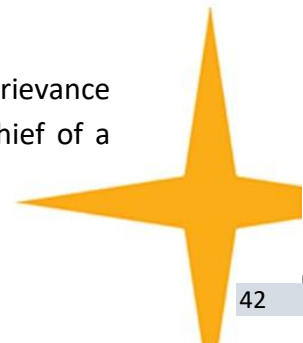
However, no information is available regarding number of strategies and plans, as required by the Gender Mainstreaming Plan.

Overall, the MTR team found the Project's Gender Mainstreaming Plan to be ***Moderately Satisfactory***.

### 5.5.3 ACCOUNTABILITY AND GRIEVANCE MECHANISM

Accountability and Grievance Mechanism is incorporated into the Safeguard Compliance Plan with the intention to supplement the proactive stakeholder engagement required throughout the duration of the project. The AGM was developed to ensure people affected by the project are able bring their grievances to the Executing Agency for consideration and redress. The AGM plan is to provide transparency in procedures that will then allow local communities with concerns about the project to be heard and grievances resolved.

An assessment of the accountability and grievance mechanisms revealed that some grievance mechanisms are in place, such as a note book placed with either a focal point of Chief of a



Fokontany (administrative territory), as in the case of Ankarafantsika and Complex Mahavavy Kinkony, respectively. While the Mechanisms are accessible to both project stakeholders as well as rural community members, the method to record grievances does not allow for anonymity of the complainant. Resultantly, members of the rural community are highly reluctant to register any complaints. Moreover, based on FGDs with local community members, many respondents were unaware of any mechanisms through which they could bring their grievances to the relevant stakeholders. For example, FGD of community members in Ambodimanga village of PA Ankarafantsika, respondents shared they were unaware of how to bring complaints to PA Management of Madagascar National Parks Team.

Overall, it remains unclear how effective the mechanism is, because despite evident concerns voiced by the community, no complaints have been received through the mechanism since the start of the project. Common complaints voiced by the community during the MTR field visit included, women wanting greater participation in decision making, risk of conflict with other members of community involved in illegal conservation activities, and delayed financial compensation in return for participating in conservation activities such as patrolling, etc. It is important to note that in the post COVID-19 scenario, the importance of a functional accountability and grievance mechanism is even higher, as in general the level of oversight and monitoring from the PMU have been reduced.

While the project has installed an Accountability and Grievance Mechanism, it is not being utilized by the community due to lack of anonymity and/or knowledge of its existence. Therefore, the TE team found the Accountability and Grievance Mechanism to be **Unsatisfactory**.

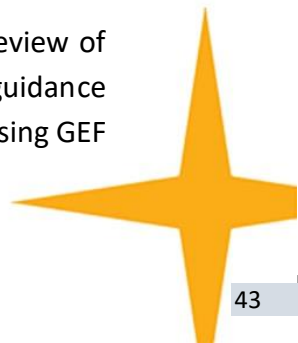
## 5.6 PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT

This section provides a detailed assessment of the processes and structures involved in project implementation and adaptive management. Specific aspects analyzed include: Quality of supervision by CI-GEF Agency, Execution Arrangements, Work Planning, Finance and Co-Financing, Project-level Monitoring Systems, Stakeholder Engagement, Gender Mainstreaming, and Reporting.

### 5.6.1 QUALITY OF SUPERVISION BY THE CI-GEF AGENCY

The CI-GEF Agency is the Implementing Agency for the project and is responsible for the overall project assurance. Major responsibilities assigned to CI-GEF include: making funding available to CI Madagascar on behalf of GEF for the Project, ensuring that fiduciary standards are adhered to, and supervision of processes associated with project's development, implementation, and monitoring and evaluation.

The MTR Team ascertained that CI-GEF has been delivering on its mandate through review of progress reports, approval of planning documents, as well as the provision of remote guidance to the PMU and CI Madagascar, when required. Moreover, CI-GEF has been timely releasing GEF



funds to the project to cover expected quarterly expenditures in accordance with the approved work plans. Similarly, CI-GEF Project Agency provides guidance and feedback to the PMU to ensure that all CI-GEF policies and procedures, such as M&E activities, financial regulations, and Social and Environmental Safeguards are followed during the project's implementation.

However, CI GEF's role has been limited due to COVID 19 restrictions. For example, CI-GEF team is required to undertake an annual supervision missions. However, as CI GEF representatives could not travel to Madagascar due to COVID 19 travel restrictions, it supported PMU in undertaking these supervision missions. CI GEF also had to give additional support to the PMU on budget revisions for the No Cost Extension. Moreover, CI GEF also worked closely with the PMU to develop the procurement plan for the first year of the project. Overall, the MTR team determined that due to a strong PMU team, CI GEF's supervisory role was mostly limited.

In brief, the CI-GEF Agency has been delivering on its responsibilities in a timely manner and according to the tasks assigned to it in the project design document. However, COVID-19 related restrictions on travel have deprived the project of CI-GEF's on the ground supervision visits. In conclusion, the quality of supervision and implementation by CI-GEF as the Implementation Agency was deemed **Satisfactory** by the MTR.

## 5.6.2 EXECUTION ARRANGEMENTS

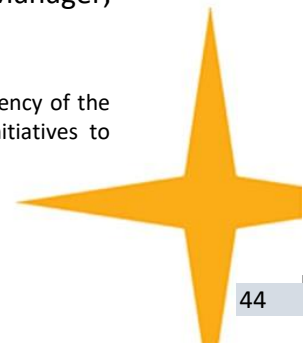
The Implementing Agency (IA) for this project is the CI-GEF Project Agency<sup>10</sup>, while the lead project Executing Agency is Conservation International Madagascar. Key partners for project execution are FAPBM, DSAP and DGE. Whereas MNP, Asity Madagascar, DELC, MNHM and the DREEF Boeny execute PA management activities in the target PAs.

CI Madagascar is responsible for housing the Project Management Unit (PMU), overseeing disbursement of GEF funding to PA managers and government partners, and also reporting to CI-GEF on budget utilization, annual work plans, and progress made towards implementation of the project. Any request for changes in either the project framework or the budget also need approval from CI-GEF.

The Project Management Unit (PMU) is recruited and hosted by CI Madagascar. The PMU is responsible for day-to-day execution and coordination of the project, including execution of all project activities including monitoring and oversight of PA Managers. In addition, the PMU monitors separate activities, organizes quarterly project monitoring meetings, annual supervision missions and prepares technical financial reports.

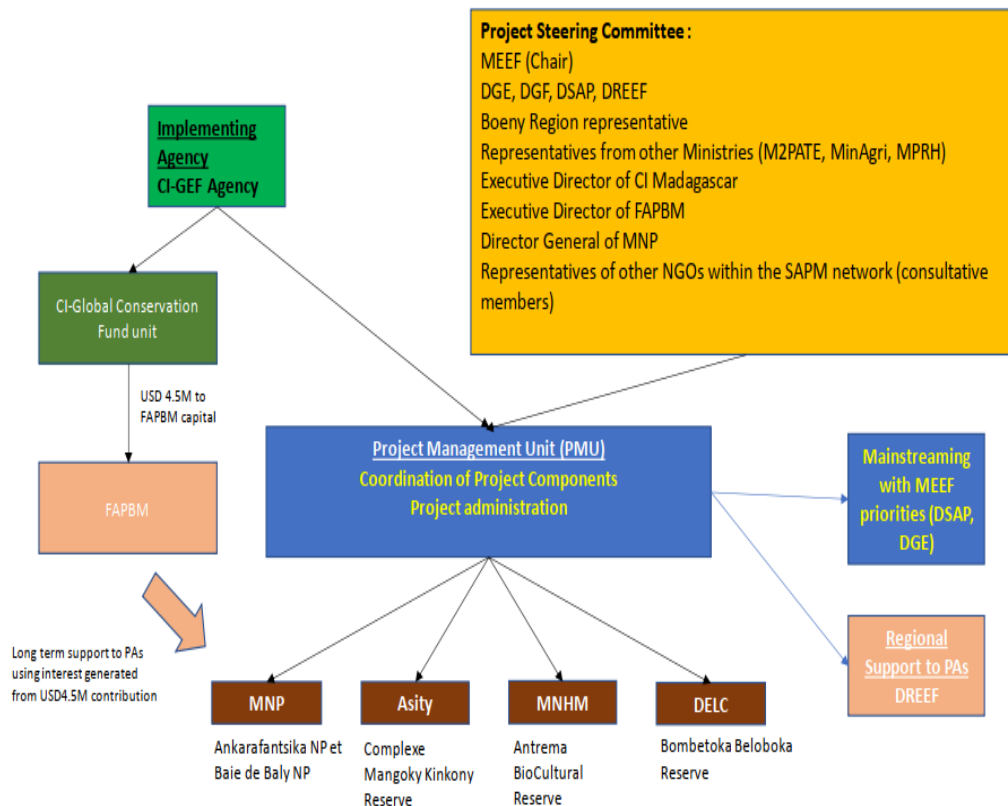
Currently, the PMU is staffed by a, National Project Director which is supported by a Livelihoods Manager, New Grants and Contracts Manager, and Monitoring and Evaluations Manager,

<sup>10</sup> Conservation International is a nonprofit organizations that is also accredited as a GEF Project Agency. As an agency of the Global Environment Facility, CI-GEF disburses funding for global conservation and sustainable development initiatives to implementing organizations, including CI Madagascar.



Technical Project Coordinator from CI Madagascar, and Focal Points from DPRIDD, DAPRNE and FAPBM. As . Furthermore, implementation of project activities is carried out by five PA Managers and three directorates of the Ministry of Environment. Program staffing details are provided in Annex 04.

**FIGURE 7: PROJECT IMPLEMENTATION ARRANGEMENT**



The MTR team found that the PMU is staffed by experienced individuals and minimal staff turnover. The current Project Technical Coordinator has been employed with Conservation International for nearly twenty years, the project benefits from the extensive experience as well as in-depth understanding of Conservation International’s internal processes and mechanisms. It should be noted, the incumbent Technical Coordinator was also involved in the Project design phase.

Overall, staff retention has been high and staffing gaps have been minimal and well addressed via active recruitment and hiring processes. Positions of Project National Director, Technical Coordinator, Livelihoods Manager, Focal Point DPRIDD and Focal Point FAPBM have been filled since 2019 with no turnover. Even in instances where positions became vacant, the PMU filled the vacancy in a timely manner. For example, when the Grants and Contracts Manager left in January 2020, the project replaced the position in May 2020. At the time of the MTR, the

Monitoring and Evaluations manager position was vacant since July 2021, with a recruitment process underway for a replacement.

The Project was signed in April 2019, however there was a five-month delay in establishing the Project Management Unit, which was set up in August 2019. During this time the Project Technical Coordinator and in close coordination with CI-GEF were proactive in mitigating the effects of the delay by laying down ground work by undertaking activities such as developing ToRs for recruiting key positions and etc. Moreover, it should be noted that the project faced significant staffing challenges in the early stages of project implementation, before August 2019, as most of the people who participated in the Project Design had left the organization, including staff from implementing partners. Therefore, the project faced challenges early on to explain the project to stakeholders, thus redeveloping project's institutional memory.

While stationed within CI Madagascar, the Technical Project Coordinator also acts as a Project Lead for CBIT another GEF funded project. However, the MTR team found additional responsibilities of the Technical Project Coordinator have not adversely impacted project activities in any way, a further testament to the well experienced top tier leadership at the PMU.

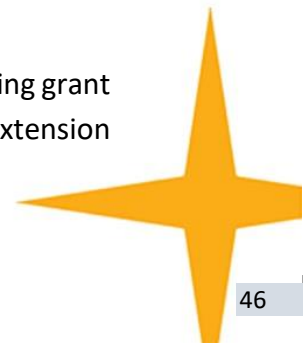
In summary, the project's overall execution arrangements are in line with the project design and GEF guidelines, largely on account of the strong staffing arrangements supporting the project. Moreover, any staffing challenges faced early on were proactively addressed by the PMU, as indicated by a healthy staff retention, minimal staff turnover, short staffing gaps and active recruitment/hiring processes. Therefore, the project's execution arrangements were found to be **Satisfactory** by the MTR Team.

### 5.6.3 WORK PLANNING

Using the Project Results Framework as a reference, the PMU has been regularly developing Annual Work Plans (AWP) on a fiscal year basis. Since FY2020, three AWP's have been developed, including for fiscal years 2020, 2021 and 2022. The developed AWP's are approved by CI-GEF and also by the Project Steering Committee (PSC) in their annual meetings.

The MTR team found the Project efficiently utilized its inception phase in 2019 by involving stakeholders and conducting consultative workshops to register and integrate feedback received. For example, following the inception phase, an Inception Workshop was conducted in September 2019, which allowed the project to introduce objectives, expected results, budget and other key details to all stakeholders. Recommendations from the Inception Workshop were then integrated in the Work Plan of the PMU, as the Project Results Framework and Budget had already been finalized. Following the Inception Workshop, two further consultative workshops were also conducted, in addition to an Evaluation Workshop of the Project Logical Framework.

The project activities have faced some delays, mostly due to delays in PSC meetings, signing grant agreements with PA Managers, and COVID-19. As a result, the request for a No Cost Extension





until December 2023 was granted by CI-GEF. During evaluation interviews, the PMU and Implementing Partners expressed confidence of meeting all project targets by the revised project end date.

While travel restrictions have prevented the supervision of activities of the protected area managers, Supervision missions led by the PMU were carried out by Livelihood Manager in the PAs of Ankarafantsika and Bombetoka in October 2020 and CMK and Antrema in November 2020.

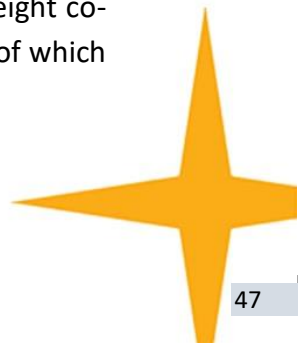
At the start, the Project faced delays as most of the activities planned in Q2 and Q3 of FY20 were delayed because the first meeting of the steering committee to validate the workplan and budget for year one for each protected area was held in December 2019. Following that, the project also faced delays in signing grant agreements with all five Protected Areas and lack of functional bank accounts. However, the project has made significant progress since April 2020, with all PA managers initiating project activities based on their workplans. Moreover, COVID-19 restrictions have also resulted in delays with the Project facing limited support on the ground on account of restrictive measures put in place by the Government of Madagascar. For example, project staff were unable to travel to the Boeny Region from March – August 2020. Furthermore, the Mid Term Survey intended to understand changes in food security, incomes and other indicators under Outcome 2.1 was planned for June 2021 but has been delayed due to COVID-19 restrictions. At the time of this Mid Term Evaluation, CI Madagascar reported the survey will be conducted in November 2021.

In summary, the MTR team determined the Project's Work Planning was carried out well. Most notably, despite COVID-19 delays and travel restrictions, the Project appears to be on track towards completing all intended targets by the revised deadline i.e 31 December 2023. Building on this, during evaluation interviews, the PMU and Implementing Partners also expressed confidence of meeting all project targets by the revised project end date. Early on the Project efficiently utilized its Inception Phase in 2019 to bring in stakeholders and conduct consultative workshops, which contributed to the Project's overall implementation. Moreover, early delays experienced in meeting of steering committees and subsequent approval of work plan/budgets has been mitigated in the implementation phase. The MTR team also determined that the project worked well in adapting to COVID-19 challenges and thereby keeping the Project on track. For example, as CI GEF could not travel to Madagascar, the PMU undertook the annual supervision missions. However, the Project has faced challenges in undertaking the Mid Term Survey, as it has been delayed due to COVID-19 travel restrictions.

## 5.6.4 FINANCE AND CO-FINANCING

The Project is funded by USD 6.9 million GEF Grant.<sup>11</sup> In addition, the Project also has eight co-financing partners with a cumulative USD 9.7 million in-kind and in-cash contributions, of which

<sup>11</sup> GEF Funding 6,917,431 = GEF Project Funding USD 6,817,431 + PPG Funding USD 100,000





nearly 80% of total co-financing is sourced from the following: FAPBM (USD 4,750,154), Madagascar National Parks (USD 1,402,022), and Conservation International (USD 1,572,939).

Of the GEF fund, the total expenditure as of 30 June 2021, amounts to USD **5,283,706**. Of this total expenditure as of 30 June 2021, Component 1 has the highest share (91.4%), followed by Component 2 (6.6%). Further, the project has spent 87% and 36% of the total allocation for Components 1 and 2, respectively. Lastly, 32% of the amount allocated as Project Management Costs have been spent as of 30 June 2021.

The table below outlines the GEF fund amounts allocated and expended as of 30 June 2021.

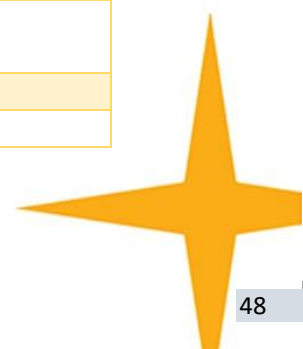
**TABLE 12: GEF FUND AMOUNTS ALLOCATED AND EXPENDED AS OF 30 JUNE 2021**

	Expenditure as of June 30, 2021 (USD)	Percent of Expenditure as of June 30, 2021	Donor Fund Allocation (USD)	Percent of Total Allocation Spent
Component 1	4,832,392	91.4%	5,530,515	87%
Component 2	347,472	6.6%	962,261	36%
Project Management Cost	103,842	2%	324,654	32%
<b>TOTAL</b>	<b>5,283,706</b>	<b>100%</b>	<b>6,817,431</b>	<b>78%</b>

The entire sum of USD **9,719,868** in **co-financing** was proposed as in-kind and in-cash by CI, ASITY, MNP Baie de Baly, MNP Ankarafantsika, MNHN, DPRIDD, DAPRNE, GIZ and FAPBM. Of the total proposed co-financing, USD **9,719,868**, **88% (USD 8,573,185) is in-kind whereas the remaining 12% (USD 1,146,683) is in-cash**. Co-finance method varies based on Implementing Partners, for example PA managers who are responsible for implementing project activities receive in-cash co-financing. As of 30 June 2021, GIZ had exceeded amount contributed by 38%. Whereas, FAPBM nearly materialized its co-financing by contributing 94%. On the other hand, only 44% of CI's co-financing had materialized as of 30 June 2021. Overall, the MTR team found the project co-financing to be **satisfactory** as total co-financing materialized as of 30 June 2021 was 72%.

**TABLE 13: CO-FINANCING PROPOSED AND MATERIALIZED ACROSS THE DIFFERENT SOURCES**

Co-Financing Source	Total proposed Co-Financing (USD)	Co-Financing (USD) [in Cash]	Co-Financing (USD) [in Kind]	Amount Contributed as of June 30, 2021 (USD)	Percent of Co-Financing Materialized
Conservation International	1,572,938	1,572,938	0	693,034	44%
Asity	845,000	800,000	45,000	114,000	13%
MNP Baie de Baly	553,613	346,930	206,683	295,525	53%
MNP Ankarafantsika	848,409	848,409	0	545,774	64%
MNHN	289,754	119,754	170,000	239,754	83%
DPRIDD	350,000	0	350,000	232,667	66%



DAPRNE	375,000	0	375,000	250,000	67%
GIZ	135,000	135,000	0	186,865	138%
FAPBM	4,750,154	4,750,154	0	4,463,901	94%
<b>TOTAL</b>	<b>9,719,868</b>	<b>8,573,185</b>	<b>1,146,683</b>	<b>7,021,520</b>	<b>72%</b>

At project design, USD 4.5 million contribution to FAPBM's Trust Fund capital was proposed to be specifically allocated for the Boeny PAs. It was estimated USD 137,000 would be annually generated from interest on the USD 4.5M, which will contribute to the recurring costs of the PAs in addition to FAPBM's existing contributions. CI signed the contract with the Madagascar Biodiversity Fund on November 24, 2020, following which FAPBM received the cash transfer of USD 4.5 million on December 18, 2020 and invested the capital in the Lombard Odier Money Markets Fund. Also, as elaborated in the section on Effectiveness, GCF ensures due diligence of FAPBM by monitoring investment performance to ensure endowment is producing the returns needed to support the targeted PAs and to make certain that actual disbursement funds are reaching the targeted PAs.

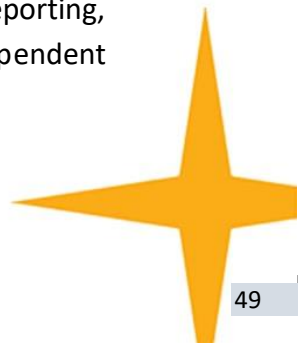
## 5.6.5 PROJECT-LEVEL MONITORING SYSTEMS & REPORTING

CI Madagascar, as the Project Executing Agency, is responsible for ensuring the monitoring and evaluation activities are carried out in a timely and comprehensive manner, and for initiating key monitoring and evaluation activities, such as the independent evaluation exercises. Key project executing partners are responsible for providing information and data for monitoring purposes.

The project design provides a Project Results Framework that lists the project level indicators and collates indicators at the outcome and output-level under each outcome. In addition, the project document provides a comprehensive Project Results Monitoring Plan covering all outcome and output indicators included in the Results Framework, and listing specific metrics, the methodology to be undertaken to achieve indicator metrics, baseline data, location of activity, frequency of monitoring, and the responsible parties to ensure the implementation of the activity. Moreover, the Plan provides types of M&E components and activities to be undertaken at various points of the project duration and specifies the frequency of each activity as well as the associated stakeholder responsibility and indicative resources.

In practice, coordinated by the PMU, the project's M&E is conducted at three key levels, as elaborated below:

**Project Management Unit (PMU):** The Project Management Unit is responsible for initiating and organizing key monitoring and evaluation tasks. This includes the project inception workshop and report, quarterly progress reporting, annual progress and implementation reporting, documentation of lessons learned, and support for and cooperation with the independent external evaluation exercises.



A review of the available reports revealed that the PMU has regularly provided comprehensive quarterly financial and technical reports, annual financial reports, annual workplans, as well as the annual project implementation reports as stipulated in the project document. The MTR team found the information provided in the quarterly reports particularly helpful to understand project history.

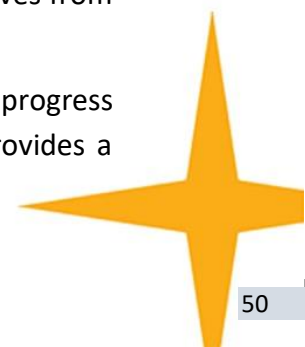
However, COVID-19 restrictions have affected the quality of M&E undertaken by the PMU. For example, project staff were unable to travel to the Boeny Region from March – August 2020. Furthermore, the Mid Term Survey intended to understand changes in food security, incomes and other indicators was planned for June 2021 but has been delayed due to COVID-19 restrictions. At the time of this Mid Term Evaluation, there was no clear indication as to when the Mid Term Survey is to be conducted. Moreover, due to COVID-19 travel related restrictions, the PMU is unable to visit the Boeny Region and thereby forced to rely on second hand information/data coming from the field for monitoring purposes. The PMU also faces challenges as the implementing partners have limited reporting capacity and also face recurring problems in updating monitoring database managed by the M&E Manager.

A significant challenge in effective monitoring is due to the limited funds available to GEF OFP to visit the field and take part in monitoring activities. Moreover, while the PMU has invited the GEF OFP to take part in the annual supervision missions, the GEF OFP is not always available. Resultantly, CI-GEF has to rely on secondary data and reports developed by the PMU to evaluate the project progress and impact.

Based on data gathered from the field interviews, the MTR team determined that the PMU faced challenges in gathering financial reporting data from beneficiaries as the templates used were very complicated. Moreover, the templates required beneficiary ID card numbers, which the beneficiaries were reluctant to share. Resultantly, implementation partners required multiple exchanges with PMU for validation and finalization of financial reports, thereby delaying the monitoring process.

**Project Steering Committee (PSC):** The PSC established in August 2018 is the management oversight body for the project, and responsible for providing input to project work planning, approving annual work plans and budgets, review and approval of key project outputs and providing strategic guidance to the project and assuring that the project works towards achievement of the agreed upon result. The first PSC meeting was held on December 19, 2019 in Mahajanga. The PSC is chaired by MEEF and is composed of Director Generals of DGE, DSAP, DGF, MNP, CI Madagascar, and the Executive Director of FAPBM. Representatives are also invited from other relevant ministries, heads of NGOs working on PA management and representatives from the DREEF and Region will also serve on the project steering committee.

A review of the PSC Meeting Minutes revealed that it informed its participants of project progress made against objectives. Also, the meeting works as a feedback mechanism as it provides a



platform for open discussion between various project stakeholders and the opportunity to provide recommendations by participants, including community members and representatives as well as academia.

Major decision taken by the PSC thus far has included PSC recommendations regarding tackling bushfires in National Park Ankarafantsika. Based on the PSC recommendation, the project activities were reoriented to focus more on bushfires. Resultantly, in September 2021 the PMU conducted a supervision mission in four PAs and worked with PA managers to refine the upcoming 2022 Work Plan and integrate the PSC recommendation.

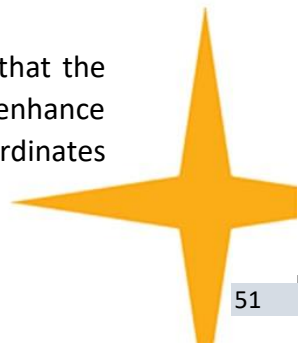
The **CI-GEF Project Agency** is responsible for reviewing and approving the M&E activities and components and provides overall assurance, backstopping and oversight with respect to monitoring and evaluation activities. In addition, the project document also stipulated that the CI-GEF Project Agency conduct annual field supervision missions to Madagascar. Due to COVID-19 related travel restrictions, CI GEF has not been able to travel to Madagascar and conduct the Supervision Missions as outlined in the Project Document. Instead, the Agency has been providing remote guidance to the Project, based on which the PMU carried out the annual supervision missions. Furthermore, the MTR team learned that the PMU and CI GEF do not have regular meetings, but instead meet on ad hoc basis.

Furthermore, Global Conservation Fund (GCF) is responsible for oversight of FAPBM, as guided by the Grant Agreement signed between CI and FAPBM. As part of oversight, FAPBM is required to submit regular investment reports showcasing investment performance across a stipulated time period and to detail health of the asset portfolio. GCF reviews such performance reports on a regular basis and reaches out to FAPBM if there are any red flags, i.e. weak investment performance, and discuss adapting to investment strategy. It should be noted that since the start of this project, GCF has reported no concerns with FAPBM's investment strategy or investment reporting.

In summary, the project's M&E was **Satisfactory** at design. Also, during implementation the PMU has ensured that the different mechanisms dictating the M&E framework are in place. Moreover, key reports of good quality have been delivered on time. Similarly, GCF's oversight of FAPBM and its tracking of investment performance to ensure endowment is producing the returns needed to support PAs is carried out efficiently. However, COVID-19 has affected the timing and frequency of monitoring visits and the Mid Term Survey, often forcing the entities involved in M&E to rely on second hand information as well as delaying monitoring-based decisions. Consequently, the M&E during implementation is rated **Moderately Satisfactory**.

## 5.6.6 STAKEHOLDER ENGAGEMENT

Under the project, stakeholder engagement has been an ongoing process to ensure that the project relates better to the local context and creates proactive partnerships that enhance sustainability of the project results after GEF funding ceases. In particular, the PMU coordinates



its activities with various related government departments, civil society organizations, local and international development partners, academia, and community members and their representatives.

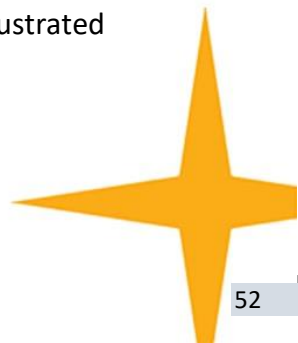
The Project enjoys a healthy relationship with the Government of Madagascar, Ministry of Environment. For example, three Directorates of the Ministry of Environment are part of the Implementing Partners, including: DAPRNE, DIREDD and DPRIDDD. Other public sector stakeholders working closely with the project include Ministry responsible for Territorial Planning (Ministère en charge de l'aménagement du territoire) and Decentralized Directorates at the Regional Level for Agriculture, Husbandry and Fisheries, among others. Furthermore, the Project also maintains a strong relationship with the Directorate of Ecology, Environment and Forrest (DREEF), which also chairs the Project Steering Committee.

These strong relationships with the stakeholders extend from the Project Design Phase where early on, the PMU held an Inception Workshop and worked with all stakeholders to introduce them to the project and incorporate their feedback, thereby aligning the Project with government priorities and policies.

The Project also enjoys a long standing and healthy relationship with FAPBM. It should be noted that GCF provided USD 1 million towards FAPBM's initial capitalization over fifteen years ago. In 2011/2012, GCF renewed its work with FAPBM by supporting a project in Northern Madagascar. Therefore, CI and FAPBM were logical partners when setting up a fund for the Boeny Region project. CI and FAPBM have also worked strongly together in adopting a new funding strategy by having a dedicated sub-account that serves specific protected areas, as in the case of the Boeny Region project. Another sign of a long standing relationship is that GCF and FAPBM agree to a 10 year reporting period from date of contract signing to ensure endowment is producing the returns needed to support the targeted PAs and actual disbursement funds are reaching the PAs.

However, COVID-19 restrictions on traveling to the Boeny Region and conducting workshops and consultative events have affected the project's ability to coordinate simultaneously with multiple stakeholders. To circumvent this to some extent, the PMU has tried to connect with Implementing Partners in the field by conducting online trainings. However, due to weak internet connectivity in the Protected Areas, the PMU requests the PA managers to travel to Mahajanga City and conduct in-person trainings.

In summary, the MTR team determined that the PMU effectively coordinated with various government departments, civil society organizations, local and international development partners, academia, and community members and their representatives. Hence, the PMU continues to develop and strengthen partnerships with all stakeholders and enjoys the support of relevant Government of Madagascar Ministries and public sector Directorates, development organizations, and communities. Nevertheless, these engagement efforts have been frustrated to a large extent by COVID-19 restrictions on movement and assembly.



## 5.6.7 GENDER MAINSTREAMING

The MTR team determined that COVID-19 restrictions disproportionately impacted women's participation and income generation as livelihood activities were affected the most, as compared to conservation activities (which mostly involves men). For example, women handicraft producers in Raphia in PA Ankarafantsika were unable to sell their products as the markets were closed and tourists restricted on account of COVID-19 limitations.

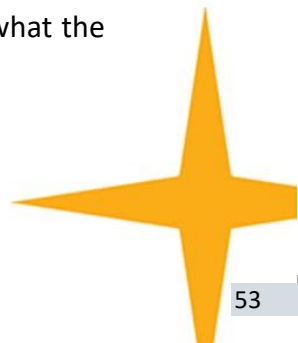
Women were also reported to having little to no representation at the decision making levels. For example, in Ankarafantsika the members of the Local Committees of Parks are all men and similarly in Complex Mahavavy Kinkony, the members of the Community-Based Resources Natural Management Tambahra are also all men. Furthermore, women were not involved in conservation activities as implementing partners deem patrolling activities to be physically intensive and thus most suitable for men. During MTR team field interviews, women expressed willingness to participate in patrolling activities as they could then be eligible to receive compensation.

However, beyond the challenges faced by COVID-19 restrictions, the MTR team determined that livelihood activities are more likely to continue beyond the end of the project as activities such as basket weaving, rice cultivation, market gardening etc. have a strong chance of being sustainable. Moreover, impact of livelihood activities is more tangible as it generates income and develops new skills for the project beneficiaries. Thereby, women can benefit from livelihood promotion activities supported by the project significantly contribute to the financial and economic empowerment of women.

In summary, the MTR team determined that livelihood activities and thereby women beneficiaries are disproportionately affected due to COVID-19 challenges. For example, market closures meant that women could not easily sell their handicrafts. Moreover, during field interviews, it was found that women lack representation in decision making roles and are also restricted from participating in conservation activities, such as patrolling. However, one positive finding has been that women are more likely to benefit after the project ends as livelihood activities are expected to be sustainable, thereby allowing women to continue earning income and developing new skills.

## 5.7 SUSTAINABILITY

The following subsections examine the overall risks to sustainability of the project in terms of financial, institutional framework and governance, socio-economic, and environmental factors. The overall sustainability of the project outcomes are also rated on a four-point scale based on an assessment of the likelihood and magnitude of the risks to sustainability based on what the project has achieved so far and what remains to be implemented.





## 5.7.1 FINANCIAL AND INSTITUTIONAL FACTORS

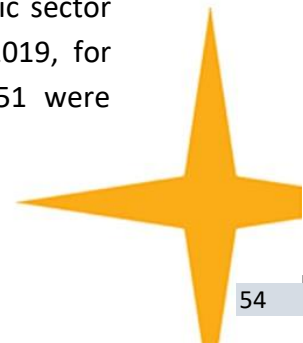
Ensuring that project level results are sustained after GEF funding ceases depends largely on the institutional stakeholders' capacities. The Project has undertaken significant efforts to ensure sustainability at the design phase, through holding consultative meetings and bringing all stakeholders on board. Moreover, the project has adopted a sustainable funding strategy through a Conservation Trust Fund (CTF). On the other hand, the Project faces significant risks and challenges in ensuring long term sustainability, especially in regard to compensations and AGM.

Under the Project, CI-GEF has engaged FAPBM to provide long term sustainable funding to the PAs through a Conservation Trust Fund (CTF). The MTR team found the FAPBM approach to be sustainable, especially keeping in view the Fund's continued support to the Loky-Manambato (Daraina) protected area in Madagascar (LMPA) since 2014 based on an initial USD 2 million grant agreement. Furthermore, the MTR team was encouraged by the FAPBM's willingness and expressed capacity to fund the PAs till perpetuity.

However, there are particular downsides and risks associated with the Project's overall financing strategy. For example, the CTF is reliant on the performance of financial markets which can be unstable, especially keeping in view changing dynamics of COVID, supply chain challenges, rising fuel costs and other international influencing factors. Furthermore, based on the MTR team's discussion with the FAPBM, the PA's lack any viable alternate financing strategies, such as revenue generation through tourism and marketing of handicrafts etc.

The Project enjoys a healthy relationship with the Government of Madagascar, Ministry of Environment. For example, three Directorates of the Ministry of Environment are part of the Implementing Partners, including: DAPRNE, DIREDD and DPRIDDD. Other public sector stakeholders working closely with the project include Ministry responsible for Territorial Planning (Ministère en charge de l'aménagement du territoire) and Decentralized Directorates at the Regional Level for Agriculture, Husbandry and Fisheries, among others. Furthermore, the Project also maintains a strong relationship with the Directorate of Ecology, Environment and Forest (DREEF), which also chairs the Project Steering Committee.

The MTR team found that the Project engaged with its stakeholder in a sustainable way. For example, Madagascar National Parks and DIREDD have both been involved with the Project since the start (2019) and also actively participated in the PMU held Inception Workshop and contributed to the Project design by providing ideas, baseline data and more. Thereby, ensuring sustainability and alignment of the Project with government priorities and policies. At project implementation, a strong example of Project's sustainable engagement with its public sector stakeholders is the role of the Justice Directorate. Based on MTR field data, in 2019, for environmental offences, 60 delinquents were referred to prosecution of whom 51 were imprisoned, thus achieving 85% successful prosecution rate.





Another strong example of sustainable approach adopted by the project is of Madagascar National Parks undertaking an evaluation to gauge the level of engagement with the local communities. The MTR team found this practice to support overall sustainability of the Project by assessing project delivery at the stakeholder level as well accountability to the project direct beneficiaries. The MTR team also determined that the formalization of Bombetoka Belemboke PA, which is now supported by the Project also indicates sustainability of the overall PA mechanism. Similarly, the MTR team was assured of the Project's institutional sustainability based on assessment of existing PA management structures which are already managing funding for the PAs and therefore are likely to manage additional resources, as FAPBM contributions start from January 2023.

While Project Design incorporated trainings to ensure institutional sustainability, at the implementation level, Training of PA officials on PA legislation, SMART oversight, METT enforcement, existing SAPM tools/policies/procedures/monitoring (Activity 1.1.2.9), an important activity critical for sustainability, showed little progress as against a target of 113 participants, only 29 received training, thus meeting only 25% of activity targets.

Moreover, the Grant Agreement between GCF and FAPBM is another strong example of sustainable approach adopted by the Project.

Major concerns for project sustainability include delayed payments to PA Managers who compensate local community members for undertaking conservation activities such as patrolling and bushfire fighting, as during MTR field interviews, many local community members expressed concerns about the sustainability of providing timely disbursement of compensation. Similarly, PA Managers and Implementing Partners' limited adaptation and promotion of AGM also impedes the Project's sustainability as despite evident concerns voiced by the community (e.g. women wanting greater participation in decision making, risk of conflict with other members of community involved in illegal conservation activities, delayed financial compensation in return for participating in conservation activities such as patrolling, and etc.) no complaints have been received through the mechanism since the start of the project.

## 5.7.2 SOCIO-ECONOMIC FACTORS

The project rightly recognized the central role of local communities as critical partners in the implementation of the national PA system through a community-based collaborative management arrangement. The project is empowering local communities in natural resource management as well as through sustainable production practices to help improve conservation and improve sustainable livelihoods.

Interviews with local community members reveal a high level of initial participation from the community in community patrol, bushfire fighting, nursery for reforestation, livelihoods training (sustainable agriculture/cashew planting), and development of activities including beekeeping



and Raphia weaving. In fact, community members demonstrate a good understanding of the ecological problems faced by their communities and therefore partake in the efforts to halt these drivers. Moreover, the local community participation is driven by their strong dependence on the use of natural resources found in the PAs and keen on protecting the natural resources management. This level of community participation and buy-in is likely to facilitate the sustainability of the project after the project support ceases.

However, there are certain challenges to sustainable participation of local community in project activities. For example, through participating in conservation activities alone, local community members reported not seeing specific and direct advantages for their participation in project activities. Moreover, due to COVID-19 travel restrictions to the PAs and closure of markets, the local communities were unable to sell their handicrafts. Moreover, based on interviews held with local communities, the activities of raphia weaving, improved rice cultivation, market gardening sustainable agriculture (cashew plantation) and animal husbandry (chicken raising), have a strong chance of being more sustainable because the profitability of these activities is tangible and the local communities. Moreover, the livelihoods component also compliments the sustainability awareness as the local community benefiting from Raphia weaving are more likely to take initiatives in favor of PA protection to protect Raphia plants to avoid the depletion of the input supply source and appropriate the improved agricultural production techniques introduced by the project.

However, there are also sustainability challenges reported during interviews with local communities. For example, respondents expressed concerns of limited financing, with particular emphasis on Raphia basket weaving and nursery for reforestation activities. It was reported that these activities are completely dependent on project funding and thereby financially unsustainable after the project ends.

### 5.7.3 ENVIRONMENTAL FACTORS

The effects of climate change also pose risks to the sustainability of the project. Adverse climatic conditions and COVID-19 restrictions place significant challenges on sustaining the livelihood activities. For example, beekeeping and Raphia plants are at risk from bushfires. Furthermore, Varroosis disease is a significant challenge affecting honey bee populations, thus also likely to affect sustainability.

In view of the significant risks elaborated above, the MTR Team found the sustainability of project to be **Likely**.



## 6 CONCLUSIONS

The MTR found that as of 30 June 2021, the Project is on track to meeting its target objectives by the revised deadline of 31 December 2023. Outcome level findings are summarized below.

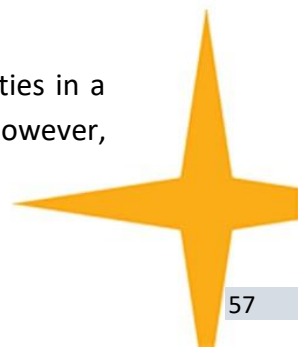
At the time of the MTR, **Outcome 1.1** showed strong progress towards improvement in the management effectiveness of the Protected Areas. At the Output level, Output 1.1.1 achieved 92% of target completion. Similarly, for Output 1.1.2, 50% of the activities had either met or exceeded targets. These activities primarily focused on reforestation, outreach activities, monitoring and oversight of implementation and more. Moreover, 40% of the activities showed strong progress towards results, including activities related to ecological monitoring, firefighting, conducting patrols and working with the Ministry of Justice. Under Output 1.1.3, the project has not been able to meet its targets for undertaking meetings of governance structures and COSAP due to COVID-19 restrictions.

For Outcome 1.2, the Project showed strong progress towards improving financial sustainability of 5 targeted PAs, with no challenges reported. The MTR team found that despite some early delays in signing an agreement with FAPBM, future financing mechanisms are on track to generate revenue beginning in January 2023. At the output level, CI GEF reported that FAPBM will initiate work on fundraising activities (Activity 1.2.3.1) in January 2022.

For **Outcome 2.1**, MTR team was not able to get a conclusive understanding of progress towards results as the Mid Term Survey had not yet been undertaken. However, based on consolidated data provided by CI Madagascar and in addition to filed interviews undertaken as part of this Evaluation, the MTR team determined that Outcome 2.1 is progressing well. Overall activities under Output 2.1.1 and Output 2.1.2 showed strong progress, including promotion of AGR income generating activities, valuing Raphia forests, implementation of green charcoal production project, livelihood activities, and development of value chains. However, under Output 2.1.1 activities related to development of natural resources and promotion of tourism were delayed due to COVID-19 restrictions. Despite COVID-19 challenges, the MTR team found that key project activities still met or exceeded targets. For example, 92% of hectares were protected and reforestation activities in Complex Mahavavy Kinkony met 200% of its target. However, the progress has faced challenges in reaching out to households as only 42% of the intended 2,000 households were reached. Moreover, challenges were also reported in regard to delayed financial support to beneficiaries and unavailability of equipment for conservation activities such as patrolling and firefighting.

A summary of, MTR team's overall assessment of the Project's Implementation and Adaptive Management is provided below.

The MTR team determined that CI-GEF Agency has been delivering on its responsibilities in a timely manner and according to the tasks assigned to it in the project design document. However,



COVID-19 related restrictions on travel have deprived the project of CI-GEF's on the ground supervision visits.

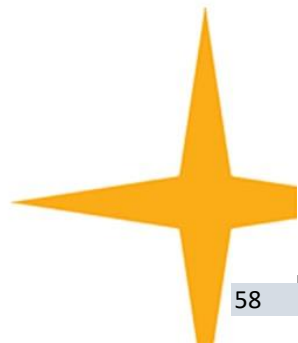
Moreover, the project's overall execution arrangements are in line with the project design and GEF guidelines, largely on account of the strong staffing arrangements supporting the project. Moreover, any staffing challenges faced early on were proactively addressed by the PMU, as indicated by a healthy staff retention, minimal staff turnover, short staffing gaps and active recruitment/hiring processes.

MTR team also determined the Project's Work Planning was carried out well. Most notably, despite COVID-19 delays and travel restrictions, the Project appears to be on track towards completing all intended targets by the revised deadline i.e 31 December 2023.

With regard to Project Level Monitoring and Reporting, the MTR team found that during implementation the PMU has ensured that the different mechanisms dictating the M&E framework are in place. Moreover, key reports of good quality have been delivered on time. However, COVID-19 has affected the timing and frequency of monitoring visits and the Mid Term Survey, often forcing the entities involved in M&E to rely on second hand information as well as delaying monitoring-based decisions.

For Stakeholder Management, the MTR team determined that the PMU effectively coordinated with various government departments, civil society organizations, local and international development partners, academia, and community members and their representatives. Nevertheless, these engagement efforts have been frustrated to a large extent by COVID-19 restrictions on movement and assembly.

A Gender Mainstreaming assessment determined that livelihood activities and thereby women beneficiaries are disproportionately affected due to COVID-19 challenges. For example, market closures meant that women could not easily sell their handicrafts. Moreover, during field interviews, it was found that women lack representation in decision making roles and are also restricted from participating in conservation activities, such as patrolling. However, one positive finding has been that women are more likely to benefit after the project ends as livelihood activities are expected to be sustainable, thereby allowing women to continue earning income and developing new skills.



## 7 LESSONS AND RECOMMENDATIONS

### 7.1 LESSONS LEARNED

Major lessons learned from the design and implementation of the current project are:

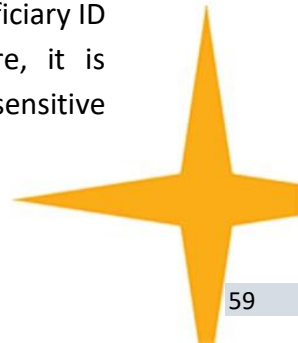
1. Projects designed based on active consultations with stakeholders are relatively more effective as the design is realistic and also garners ownership from associated stakeholders
2. Capacity of Implementing Partners is critical for thorough and timely progress reporting

### 7.2 RECOMMENDATIONS

Based on the in-depth assessment of the project, the MTR Team presents the following recommendations directed at key stakeholders, including: CI-Madagascar/PMU and CI-GEF.

#### 7.2.1 RECOMMENDATIONS FOR CI-MADAGASCAR/PMU

1. It is recommended that the PMU works to ramp up activities under Output 1.1.3, including Activity 1.1.3.2 and Activity 1.1.3.3 as there has been limited progress made due to COVID-19 delays or disruptions on account of bushfires.
2. While the project has installed an Accountability and Grievance Mechanism, the lack of complaints received through the mechanism despite the reported challenges in the field during the MTR visit prove the ineffectiveness of this system. Therefore, it is recommended that the AGM process be revised to ensure complainant's anonymity, thereby encouraging greater AGM response. Moreover, the MTR team recommends increased outreach and awareness activities so that project beneficiaries are more aware of existing grievances mechanisms.
3. Women project beneficiaries were reported to having little to no representation at the decision making levels. For example, in Ankarafantsika the members of the Local Committees of Parks are all men and similarly in Complex Mahavavy Kinkony, the members of the Community-Based Resources Natural Management Tambatatra are also all men. Therefore, it is recommended that PMU works with implementing partners to ensure greater participation of women, especially at the decision making levels.
4. The PMU faces challenges as the implementing partners have limited reporting capacity and also face recurring problems in updating monitoring database managed by the M&E Manager. Therefore, it is recommended that PMU extends support to the implementing partners in improving overall monitoring mechanisms.
5. The PMU faced challenges in gathering financial reporting data from beneficiaries as the templates used were very complicated. Moreover, the templates required beneficiary ID card numbers, which the beneficiaries were reluctant to share. Therefore, it is recommended that the templates are redesigned to be user friendly and ensure sensitive

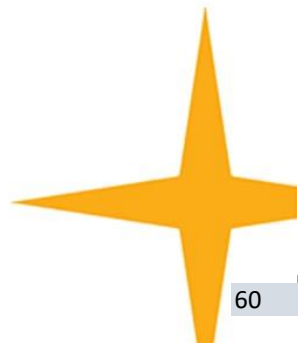


information (such as ID card numbers) be optional. Furthermore, it is recommended that PMU hold trainings/workshops with implementation partners on using the templates.

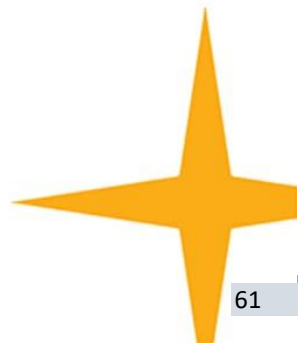
6. The management partners reported receiving insufficient financial support and equipment from the PA managers. Therefore, it is recommended that to improve local community buy-in for conservation activities, such as patrolling and fighting bushfires, additional financial resources should be allocated for conservation activities.

## **7.2.2 RECOMMENDATIONS FOR CI-GEF/GEF**

1. For future projects, CI GEF is recommended to allocate budget dedicated to funding government partners take part in monitoring visits, thereby increasing public sector ownership and wider accountability of the project.
2. Information on monitoring and oversight of Grant Agreement between GCF and FAPBM should be integrated as part of the monitoring reports submitted to CI-GEF

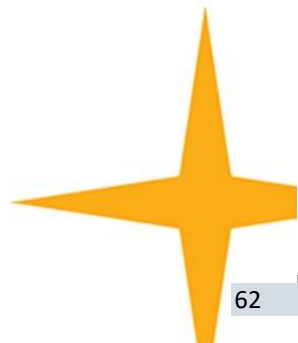


# ANNEXES





## **ANNEX 1: DATA COLLECTION TOOLS**



**KII – Project Management Unit**

<b>1. Name of the Respondent</b>	
<b>2. Designation</b>	
<b>3. Contact Details</b>	
<b>4. Date of KII</b>	
<b>5. Starting Time of KII</b>	
<b>6. Finishing Time of KII</b>	

## **Project Management Unit (PMU)**

### **PROJECT DESIGN**

1. How does the current project design link with any previous projects on PA Management in the country?
2. What were the timeline and process of project design? E.g. academia consultations, baseline studies, meetings, etc.
3. Were any of the key staff from CI-GEF/PMU currently working on the project involved in the project design? If yes, who and what was the role of these staff members?
4. Was a Gender analysis undertaken to feed into project design?
5. What challenges were faced during the design phase? E.g. limited baseline information, lack of stakeholder consensus, etc.
6. Based on your experience of implementing this project, what have been the major positive elements of the project design? E.g. flexibility, partnership, and inclusion of particular activities that are easy to implement and/or highly welcomed by beneficiaries, SMART logframe, etc. Please elaborate.
7. And, what have been the major elements of design that are resulting in implementation problems? E.g. ambitious targets, ambiguity in activities, etc. Please explain.

### **ADAPTIVE MANAGEMENT**

8. What were the major activities undertaken and decisions made during the Inception phase?
9. Was a review of project logical framework undertaken at any time during the project? If yes, what were these changes? And what were the reasons for making these changes to the design?
10. Were these changes formally integrated into the project logical framework or project design? If yes, when?
11. What was the process of seeking approval for these amendments to the original design?

### **PROJECT MANAGEMENT**

12. When was the PMU established?

13. Which organization/department has the ownership of the PMU?
14. What is the role played by the PMU in project implementation? Please elaborate.
15. Does the PMU implement the project directly or through the assistance of IPs and Government stakeholders? If through latter, then please list the IPs and stakeholders and what is the role of each?
16. What are the major management challenges faced by the PMU in delivering its responsibilities? E.g. limited internet connectivity, field access, government policy, capacity of stakeholders, etc. How were/can some of these challenges mitigated? Please provide details.

#### **STAFFING**

17. How many staff are working at the PMU? And what are the roles and responsibilities of these staff members?
18. Has this staff been sufficient for managing the project? If no, why not?
19. What measures are taken to bolster staffing capacity? E.g. hiring of short-term experts
20. What are some of the staffing challenges faced by the PMU? E.g. limited availability of local staff, difficult to engage field staff, high turnover, etc.
21. Does the project face any challenges in engaging good quality experts to provide TA? If yes, what are the key challenges and how can these be mitigated?

#### **EFFECTIVENESS**

22. What challenges and opportunities has the PMU faced in project implementation? Please provide an overview of each project output.
23. Which project targets have been achieved and over achieved so far? What were the supporting factors responsible for meeting or exceeding these targets?
24. What are the major implementation challenges faced by the PMU with respect to accomplishing targets for Outcome 1 and Outcome 2?
25. Which project outputs/activities were/are delayed? And what were /are the reasons for these delays?

26. How do these delays affect progress of other project outputs and what is the effect on overall project?

27. What mitigation measures have been undertaken to bring these activities back on track?

28. What further measures can be taken to improve the project's effectiveness?

#### **MONITORING and EVALUATION**

29. Does the project have an M&E framework? If yes, what are the major elements of the framework?

30. How is the project's Logical Framework used to monitor progress?

31. What challenges are faced when using the framework? E.g. ambitious or non SMART indicators, long list of activities to be monitored, etc.?

32. How is the M&E data collected, stored, and analyzed?

33. What special efforts were made to collect gender-segregated data?

34. How was M&E helpful in timely indication of critical gaps in implementation? Please provide examples.

35. Were any of the key project planning decisions based on M&E data? If yes, please provide examples.

36. What have been major challenges with collecting and reporting M&E data? How did this affect progress reporting? E.g. delay in submission of reports, etc.

#### **PROJECT STEERING COMMITTEE (PSC)**

37. Did all PSC meetings take place on time? If no, what were the reasons for these delays?

38. What were some of the major decisions taken by the PSC that were instrumental in either helping the project achieve its intended outcomes OR changing the course of the project/selected activities?

## **TIMELINESS**

39. What planned activities have faced major delays? And what were the causes of these delays? E.g. COVID-19, capacity of stakeholders, seasonality, late approvals, etc.
40. How did these delays affect the project implementation? And What measures were taken to overcome the factors causing delays?
41. What are your recommendations for compensating for the delays thus far? E.g. no-cost extension, revising performance targets, etc.
42. Will the project be realistically able to undertake all outstanding activities within the outstanding timeframe? If yes, what factors would facilitate this? If no, what potential reasons can delay the project progress? And how much longer time is the project likely to need beyond the planned closing date?

## **FINANCE**

### **GEF FUND**

43. What was the process and rationale for selecting FAPBM?
44. What measures are in place to monitor and manage the risk associated with contribution to the FAPBM?
45. What are the contingency measures, if any, in place to deal with high risk arising from the FAPBM investment?
46. Has the project faced any problems with financing availability? E.g. late approvals, difficult reporting processes, unrealistic budgeting at design or AWP stage, etc.?
47. How have these issues affected the project's performance? And what measures have been taken thus far to resolve some of these issues?

### **CO-FINANCING**

48. Who are the main contributors to co-finance?
49. How is the project's co-financing tracked?
50. What can be done to improve the tracking of project's co-financing?

51. What measures can be taken to enhance/increase the co-financing levels currently being provided?

#### **PARTNERSHIP AND COORDINATION**

52. Who are the major project partners and stakeholders?

53. What is the process of partner/sub-contractor selection?

54. How are activities of partners monitored? E.g. through signed agreements, field monitoring, reporting, etc.

55. Which of the stakeholders played a key role in ensuring that the project objectives are met? How? Please elaborate.

56. How do IPs and stakeholders collaborate/coordinate? And how often? E.g. quarterly planning meetings, stakeholder workshops, etc.

57. What have been major challenges faced by the project in collaborating with its partners and stakeholders? E.g. lack of buy in, limited capacity, etc.

58. What measures have been taken to overcome some of these challenges? E.g. training of partner staff, consultative planning, etc.

#### **ORGANIZATIONAL COLLABORATION**

59. Are there any other international development agencies/projects which have delivered the same or similar activities as that of the project, e.g. GIZ? If yes, how has the project collaborated with these for synergistic implementation?

60. Which of these have significantly helped to contribute to the project outcomes? How?

61. What problems has the project faced in collaborating with these other initiatives?

#### **ROLE PLAYED BY CI /GEF / Government of Madagascar/ GEF OFP**

62. What role does CI play in project implementation and monitoring progress, and technical and operational backstopping?



63. What, if any corrective measures were taken by CI to ensure that the project achieves its objectives?
64. What role does GEF play in project implementation and monitoring progress, and technical and operational backstopping?
65. What support has the Government of Madagascar provided to the project in order to demonstrate its ownership?
66. Similarly, what is the role of OFP in project implementation and monitoring progress and operational backstopping?

#### **IMPACT**

67. Has the project undertaken a midline survey to assess the impact on household incomes and food security? If yes, what are the results?
68. In your opinion, which project activities have had the highest potential for impact? Why?
69. Also, which project activities do you think have had the lowest potential for impact? Why?
70. How can the potential impact of these activities be enhanced?

#### **SUSTAINABILITY & RISKS**

71. Of the activities implemented thus far, which are the most sustainable? Why? E.g. replicability by private sector or other development projects, change of government legislation, improved practices by industry, etc. Similarly, which activities are the least sustainable? Why?
72. What are the actual or potential threats to the sustainability of the implemented or planned activities by the project?
73. What are your recommendations for improving the likelihood of sustainability of project current or planned outputs and outcomes?

#### **ASSESSMENT OF SOCIAL AND ENVIRONMENTAL SAFEGUARDS**

##### **GENDER**

74. What measures have been taken to ensure inclusion/mainstreaming of women's concerns in the project activities?

75. What have been the major challenges and opportunities regarding gender integration into project activities?

76. How are these being dealt with to ensure the achievement of project outcomes?

#### **STAKEHOLDER ENGAGEMENT**

77. What is the process of selecting community members for participation in /benefiting from project activities?

78. How does the PMU ensure that the community members have selected according to the established criteria?

79. What is the process of selecting income generating activities/ value chains for targeted interventions?

#### **ACCOUNTABILITY AND GRIEVANCE MECHANISMS (AGM)**

80. How does the project's Accountability and Grievance Mechanism (AGM) work?

81. What have been the observed shortcomings of the system?

82. What measures have been taken to improve the system?

#### **KNOWLEDGE MANAGEMENT AND DISSEMINATION**

83. What mechanisms and tools does the project have in place to organize and store knowledge gathered and generated during the course of project implementation? E.g. knowledge management strategy, development of newsletter, etc.

84. What methods of dissemination is the project using to share this information with beneficiaries and various stakeholders, e.g. participating communities, researchers, training institutions, policy and planning departments, etc.

85. How have knowledge management and dissemination activities undertaken by the project been effective? Please provide examples.

86. How can the knowledge management and dissemination activities of the project be improved?

## **LESSONS LEARNT AND RECOMMENDATIONS**

87. Based on your experience, what are the major lessons learned from the project design and implementation?
88. What are your overall recommendations for the improvement of project design and implementation going forward?

**KII - FAPBM**

1. Name of the Respondent	
2. Designation	
3. Contact Details	
4. Date of KII	
5. Starting Time of KII	
6. Finishing Time of KII	

## **FAPBM**

1. What is the main mandate of your organization?
2. What other initiatives of the GOM and international donor community is your organization involved in?
3. Under what mechanism does the FAPBM provide funding to PA Management in Madagascar?
4. How was your organization selected for contribution of GEF funding of USD 4.5 Million under the current project?
5. What challenges and opportunities have you faced thus far in managing the GEF fund?
6. Is this fund expected to be available to the PA Management for perpetuity or is it time bound?
7. What are the foreseen future threats and challenges to the returns on this portfolio?
8. What are your recommendations for financial investment approaches adopted by international donors in Madagascar in the case of any future projects?

## KII – Government Agencies/GEF Operational Focal Point

<b>1. Name of the Respondent</b>	
<b>2. Designation</b>	
<b>3. Government Agency</b>	
<b>4. Contact Details</b>	
<b>5. Date of KII</b>	
<b>6. Starting Time of KII</b>	
<b>7. Finishing Time of KII</b>	



## **GOVERNMENT AGENCIES**

### **BACKGROUND**

1. What is the primary role of your organization/agency in determining/implementing Conservation and NRM policy in the country?
2. What are some of the other key agencies which are involved in this role, especially in relevance to Protected Areas Management?
3. What are the current priorities of the Government of Madagascar in terms of Conservation/NRM, especially as they relate to Protected Areas?
4. What are the major challenges to the development of Protected Areas in Madagascar? E.g. Govt. priority, community buy-in, funding support, etc.

### **PROJECT DESIGN**

5. Has your organization been involved in the design and/or implementation of the current PA project? If yes, how did your organization contribute to the design process?
6. If no, in your opinion, how did this lack of involvement affect your role with regards to project implementation?

### **PROJECT IMPLEMENTATION**

7. What role, if any, is played by your department in the implementation of this PA project? E.g. participation in Steering Committee, policy support, provision of co-financing, etc.
8. What challenges have you faced with implementation of the project, if any? E.g. funding transfers, access to field, lengthy approval processes, GOM policy, etc. What measures have been/can be taken to overcome these challenges?

### **LESSONS AND RECOMMENDATIONS**

9. What have been some of the other major Conservation and Protected Areas projects being implemented in Madagascar over the past three years?
10. In your opinion, what are the defining features of this current PA project when compared to the other projects reported above?
11. Also, what have been the major successes and shortcomings of this current PA project?

12. What are your recommendations for enhancing the effectiveness and sustainability of the current project?

## KII – PA Manager/Implementing Partner Organization

<b>1. Name of the Respondent</b>	
<b>2. Designation</b>	
<b>3. Contact Details</b>	
<b>4. Date of KII</b>	
<b>5. Starting Time of KII</b>	
<b>6. Finishing Time of KII</b>	

## **PA MANAGER/ IMPLEMENTING PARTNER ORGANIZATION QUESTIONNAIRE**

### **BACKGROUND**

1. How are Conservation and PA Management incorporated into the mandate of your organization?
2. In addition to the current CI-GEF project, what other PA Management/Biodiversity projects have/are operational in the five PAs over the past three years? Please provide details. (e.g. name of donor, duration, purpose of project, etc.)
3. Has your organization been involved in any of these projects? If yes, what has been the role of your organization?

### **DESIGN**

4. Did your organization contribute to this current project design? If yes, how was your organization involved? E.g. technical support, participation in stakeholder consultations, etc.
5. What major challenges were faced by your organization when contributing to the design? E.g. security, access to PAs, lack of baseline data, etc.

### **PROJECT INVOLVEMENT**

6. Since when has your organization been involved in the implementation of this PA project?
7. What have been the major activities undertaken by your organization for project implementation?
8. What have been the major challenges faced by your organization when implementing the project activities? E.g. COVID, accessibility, community buy-in, activity timelines, etc.
9. How have these challenges been overcome? Please elaborate.

### **COLLABORATION WITH CI AND PSC**

10. What support do you receive from CI for implementation of the project activities?
11. How does this support help in effective project implementation and overcoming problems faced during implementation?

12. What challenges have you faced in your relationship with the CI/PMU? E.g. delayed fund transfers, limited technical support, difficult monitoring and reporting processes, etc.
13. Does your organization also participate in the PSC? If yes, what have been the major contribution of your organization to the PSC?
14. How can the PSC improve its role to ensure the project's success?

#### **MONITORING AND AGM**

15. What are the responsibilities of your organization with regard to monitoring progress?
16. What challenges do you face with monitoring and reporting?
17. What support has CI provided you with regard to this?
18. How does the project AGM currently work? And what are its shortcomings?
19. How can these challenges be overcome to ensure a functional and effective AGM?

#### **COMMUNITY ENGAGEMENT AND GENDER**

20. What are the major activities undertaken in collaboration with the community?
21. What are the advantages of engaging the communities in these initiatives?
22. How are community members selected to participate in or benefit from project activities?
23. What challenges have you faced in engaging community? E.g. lack of trust, unrealistic expectations, etc. How have these problems been overcome?
24. Also, what challenges have you faced with engaging women in project activities? How have these been overcome?

#### **PROJECT EFFECTIVENESS AND IMPACT**

25. In your opinion, what are the most significant achievements of the project thus far?
26. Also, what are the major weaknesses of the project design and operations which prevent it from achieving its outcomes? E.g. high targets, insufficient budgets, unsustainable design, etc. Please elaborate.

27. What are your recommendations for improving the project's effectiveness?

#### **SUSTAINABILITY**

28. In your opinion, what are the most sustainable activities of the project? Why?

29. Also, in your opinion, what the least sustainable activities of the project? Why?

#### **RECOMMENDATIONS**

30. How can the implementation of similar projects in the future be improved? E.g. nature of activities, geographical coverage, financial mechanisms, etc.

### **KII – Project Steering Committee Member**

<b>1. Name of the Respondent</b>	
<b>2. Designation</b>	
<b>3. Contact Details</b>	
<b>4. Date of KII</b>	
<b>5. Starting Time of KII</b>	
<b>6. Finishing Time of KII</b>	



## **PROJECT STEERING COMMITTEE (PSC) MEMBER**

### **BACKGROUND**

1. What has been the role of the PSC with respect to the project?
2. How effectively has the PSC played its role? E.g. monitoring, course correction, linkage development, strategic guidance, technical support to project, etc. Please provide examples.
3. What have been the major decisions undertaken by the PSC with respect to the project?
4. What support has the PSC received from the PMU in delivering its mandate as well as in implementing the outcomes of the PSC Meetings?

### **EFFECTIVENESS AND SUSTAINABILITY**

5. In your opinion, what are the most high impact outcomes/outputs of the project? Why?
6. What are your recommendations on methods for improving the outreach of these benefits to the industrial sector in Pakistan, particularly the leather and tanning industry?

### **LESSONS LEARNED AND RECOMMENDATIONS**

7. What are the major lessons learned from the project design and implementation experience?
8. In light of this, what recommendations do you have for the remaining duration of the project?
9. Also, what are your recommendations for the design of similar future projects?

### IDI – Community Representatives

1. Name of the Respondent	
2. Designation	
3. Contact Details	
4. Date of IDI	
5. Starting Time of IDI	
6. Finishing Time of IDI	

## COMMUNITY REPRESENTATIVES

### BACKGROUND

1. What activities have been implemented / is being implemented by the PA project in your community? E.g. community patrols, fire management, assessment, training, planting, nursery development, income generation, market development, etc.
2. When did the project initiate these activities?
3. What is the number of households participating in this activity from your village/commune? And how many men and women are participating in this activity?
4. What and how was the process of initially engaging your community? Please elaborate.
5. Why did your community agree to participate in the project activities? Please elaborate the reasons?

### OPPORTUNITIES AND CHALLENGES

6. How are members selected from your community to participate in or benefit from project activities?
7. What have been the advantages or are the potential advantages to your community for participating in the project activities? E.g. protection of natural resources, reduced conflict, income generation, etc.
8. Are there any particular advantages to women and girls from participation in the project activities? If yes, please elaborate.
9. Through the implementation of these activities, has the project helped establish linkages of your community with other stakeholders for ongoing collaboration? E.g. government departments, NGOs, other communities, etc. If yes, please elaborate who the linkages were developed and what are the potential advantages of these?
10. What have been the challenges faced by your community while participating in the project activities? E.g. the locations were selected without consultation with the community, the activities require a lot of time, are difficult to understand, or cannot be implemented in reality, etc.

11. Did women in the community face any particular challenges in addition to the above issues elaborated? If yes, what were these?
12. Did you or any other community members report any of these problems to the project management? If yes, what was the response from the project?
13. What challenges have you faced in reporting the problems to the project management? E.g. not sure who to contact? cannot report anonymously, etc.
14. What are the future activities that your community will be undertaking with the project?
15. What potential benefits do you think will your community derive from these activities?

#### **COMMUNICATION AND AWARENESS**

16. Has your community received any awareness or training materials from the project? E.g. newsletters, videos, flyers, etc.?
17. If yes, how are these useful to you? Please elaborate?
18. And what problems do you face with using these products? E.g. cannot read, they are not easy to understand, the messages in them are difficult to implement, etc.
19. Do you have any recommendations for the project to improve the implementation approach or nature of activities? If yes, please elaborate.

#### **OTHER DEVELOPMENT WORK**

20. Are there any other development projects being implemented in your community? If yes, who is implementing these projects? E.g. government agency, NGO, etc.
21. And what are the main activities being implemented by the project? Please elaborate.
22. Since when has the project been implemented in your community?

### FGD – Community Members

<b>1. Name of PA</b>	
<b>2. Name of Village</b>	
<b>3. Average number of households in the community</b>	
<b>4. Major sources of livelihood</b>	
<b>5. Date of FGD</b>	
<b>6. Starting Time of FGD</b>	
<b>7. Finishing Time of FGD</b>	

Sr. No.	Name	National ID	Contact	Signature/ Thumb Impression
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

## COMMUNITY MEMBERS (FGD)

### BACKGROUND

1. What activities have been implemented / is being implemented by the project in your community? E.g. community patrol, afforestation, demarcation, livelihoods training, value chain development, etc.
2. When did the project initiate these activities?
3. What is the number of households participating in this activity from your commune? And how many men and women are participating in this activity?
4. What and how was the process of initially engaging your community? Please elaborate. E.g. communication through commune representative, etc.
5. Why did your community agree to participate in the project activities? Please elaborate the reasons?

### OPPORTUNITIES AND CHALLENGES

6. How are individuals in the community selected to participate in or benefit from project activities?
7. What have been the advantages or are the potential advantages to your community for participating in the project activities? E.g. protection of natural resources, reduced conflict, increase in income, etc.
8. Are there any particular advantages to women and girls from participation in the project activities? If yes, please elaborate.
9. Will your community be able to reap these advantages even if the project support ends? Please elaborate.
10. What have been the challenges faced by your community while participating in the project activities? E.g. beneficiary selection was not transparent/fair, the locations were selected without consultation with the community, the activities require a lot of time, are difficult to understand, or cannot be implemented in reality, inputs or training provided by the project are insufficient, etc.



11. Did women in the community face any particular challenges in addition to the above issues elaborated? If yes, what were these?
12. Did you report the problems faced by the community or women to the project management/personnel? If yes, how did you report these problems? And what was the response from the project?
13. If you have not reported these problems, what are the reasons for not reporting? E.g. not sure where to report to, cannot report anonymously, etc.
14. Do you have any recommendations for the project to improve the implementation approach or nature of activities? If yes, please elaborate.

#### **COMMUNICATION AND AWARENESS**

15. Has your community received any awareness or training materials from the project? E.g. newsletters, videos, flyers, etc.?
16. If yes, how are these useful to you? Please elaborate?
17. And what problems do you face with using these products? E.g. cannot read, they are not easy to understand, the messages in them are difficult to implement, etc.

#### **OTHER DEVELOPMENT WORK**

18. Are there any other development projects being implemented in your commune? If yes, who is implementing these projects? E.g. government agency, NGO, etc.
19. Since when have these other projects been implemented in your community? And what are the main activities being implemented by these projects? Please elaborate.

## **ANNEX 2: LIST OF INTERVIEWS WITH STAKEHOLDERS**

**Following is the list of key informant interviews with stakeholders**

No.	Respondent	Location	Mode of Interview	Interviewer
1.	CI - GEF	Antananarivo	Online	Team Lead
2.	PMU	Antananarivo	Online	Team Lead
3.	Directorate of PA System	Antananarivo	Online	National Consultant
4.	Foundation pour les Aires Protégées et la Biodiversité de Madagascar FAPBM	Antananarivo	Online	Team Lead
5.	Ministry of Environment, Ecology and Forests (MEEF)/ General Secretary (SG)	Antananarivo	Online	National Consultant
6.	Inter-Regional Directorate of Environment and Sustainable Development at regional level (DIREDD) Boeny	Mahajanga	In Person	National Consultant
7.	Directorate of Agriculture and at regional level	Mahajanga	In Person	National Consultant
8.	Directorate of Fisheries at regional level	Mahajanga	In Person	National Consultant
9.	Local court: prosecutor		In Person	National Consultant
10.	Ministry responsible for the territorial planning	Mahajanga	In Person	National Consultant
11.	GEF Operational Focal Point	Antananarivo	Online	Team Lead
12.	PA Managers - DURRELL, ASITY and DELC	Antananarivo	Online	Team Lead
13.	Community Representatives	PA-Complex Mahavavy Kinkony	In Person	National Consultant
14.	Global Conservation Fund	USA	Online	Team Lead

**Following is the list of in-depth interviews with stakeholders**

No.	Respondent	Location	Mode of Interview	Interviewer
1.	Madagascar National Parks	Antananarivo	Online	Team Lead
2.	PA Manager	PA - Ankarafantsika	In Person	National Consultant
3.	PA Development Staff	PA - Ankarafantsika	In Person	National Consultant
4.	PA Manger	PA - Complex Mahavavy Kinkony	In Person	National Consultant
5.	PA Development Staff	PA - Complex Mahavavy Kinkony	In Person	National Consultant
6.	Local Organization Supporting PA Management	PA – Ankarafantsika	In Person	National Consultant
7.	Local Organization Supporting PA Management	PA - Complex Mahavavy Kinkony	In Person	National Consultant

**Following is the list of Focus Group Discussion with Respondents**

No.	Respondent	Location	Mode of Interview	Interviewer
1.	Community Members	PA - Ankarafantsika	In Person	National Consultant
2.	Community Members	PA – Ankarafantsika	In Person	National Consultant
3.	Local Organization Supporting PA Manager	PA - Complex Mahavavy Kinkony	In Person	National Consultant
4.	Community Conservation Groups	PA - Complex Mahavavy Kinkony	In Person	National Consultant
5.	Community Conservation Groups	PA-Complex Mahavavy Kinkony	In Person	National Consultant

## **ANNEX 3: ACTIVITY LEVEL OVERVIEW OF IMPLEMENTATION PROGRESS OF OUTCOME**

Component 1	Strengthening the management and the sustainable financing of five protected areas (PAs) to reduce the threats on natural resources and to contribute to the resiliency of the North-western Landscape (Boeny region)	FY 20	FY 21	Analysis
Outcome 1.1	Increased management effectiveness of 5 targeted PAs of the Northwestern Landscape			
Indicator 1.1	METT scores of the 5 targeted PAs, covering about 588,494 ha			
Output 1.1.1	Targeted protected areas acknowledged and mainstreamed into local and regional planning schemes			
Indicator 1.1.1	Number of protected areas that are acknowledged and mainstreamed into Regional Development Plan (Schema Regional d'Aménagement du Territoire, SRAT) and Communal Management Schemes (Schema d'Aménagement Communal, SAC)			
Target	5 protected areas			
Activity 1.1.1.1	Participate in the implementation of the SRAT, the Regional Development Plan, the Communal Development Plans and the Communal Development Plans	<p>Implementation of PAG by PAs already contributes to the implementation of ISC/SRAT (i.e. 1 SRAT and 17 of 24 SAC)</p> <p>ASITY MNHN DELC BBL AKF</p>	<p>Several PA activities financed by GEF6 contribute to the strategic axes and activities of the PRD and the CASs (ie 1 SRAT and 22 out of 24 completed SACs).</p> <p>Q2: NAP Bombetoka's PAG and PGESS documents are being finalized</p> <p>Q3: Participation in technical workshops for cross-sectoral consultation and coordination on sustainable land management in the</p>	



			Boeny region, regional/national dialogue. Actions and orientations: - Update of the Local Land Use Plan on the basis of SRAT and SACS.  <b>Strong performance</b>	
Output 1.1.2	Comprehensive and participatory management plans implemented in targeted PAs			
Indicator 1.1.2	Number of management plans up-to- date and implemented in targeted PAs			
Target	5 management plans			
<b>Activity 1.1.2.1</b>	<b>Conduct ecological monitoring / eliminate invasive species</b>	<p>Scientific ecological monitoring (88/14 – 16%) Partner: bombetoka 2/2 and BBL 12/26</p> <p>Community ecological monitoring (132/132 – 100%) partner: bombetoka</p> <p>Visit to the lemur transect (24/27 – 113%): Partner: AKF 19/24 achieved.</p> <p>Bird tracking (3/0 – 0%), Partner: ASITY</p> <p>Primate monitoring (9/8 – 89%), Partner: BBL 8/8</p> <p>Fish monitoring (1/0 – 0%), Partner: ASITY</p>	<p>Number of missions followed ecological scientific – 100%</p> <p>Number of community ecological monitoring missions – 87%</p> <p>Number of sites visited on transect lemurién – 86%</p> <p>Number of PPS visited and analyzed for phenological monitoring of species vegetate them – 71%</p> <p>Number of PPS visited and analyzed for vegetated species regeneration monitoring - 118%</p> <p>bird tracking – 33%</p> <p>fish tracking 33%</p>	

		<p>Phenological monitoring of plant species (14/5 – 36%), Partner: AKF 1/12 and BBL 4/2</p> <p>Regeneration monitoring of plant species (5/2 – 40%). Partner: AKF 2/5</p>	<b>Strong performance</b>	
<b>Activity 1.1.2.2</b>	<b>Establish and maintain firewalls / firefighting</b>	<p>Firewalls (195/45 – 23%) ASITY 13/10, MNHN 11/58, BBL 21/36, AKF 0.</p> <p>Number of fokontany (7/5 – 71%) ASITY 4/3, DIREDD ¼</p>	<p>Number of kilometers of firewalls built, against objective of 450, 337 kms were put in place i.e. 75%. Of this, ASITY 4/4 (100%), MNHM 47/58 (81%), BBL 38/110 (35%) and AKF 189/210 (90%).</p> <p>Number of Fokontany supported in the implementation of their bushfire action plan per year. Against an objective of 16, 10 Fokontany have been supported, thus meeting 63% of the target. ASITY 4/4 (100%), DIREDD 6/10 (60%)</p> <p><b>Strong performance</b></p>	
<b>Activity 1.1.2.3</b>	<b>Conduct patrols with communities, APs managers, Control and sweep by "mixed brigades" (police/gendarme, forest officers, local community representatives) and aerial surveys</b>	<p>Nb tiles monitored by the communities 4202/2186 – 52% Partners: bombetoka (100%), Ankarafantsika (35%) and BDB (99%)</p> <p>Nb tiles monitored by communities and park officers Project (6703/4594 – 69%), Partners: Antrema: 100%, Ankarafantsika i 63%, BDD 104%.</p>	<p>Number of tiles monitored by CLP communities – 55%</p> <p>Number of tiles monitored by park officers – 93%</p> <p>Number of patrol missions carried out by the Joint Brigade of Control (BMC) – 78%</p>	

		<p>Number of patrol missions Project (234/201 – 86%), Antrema 100%, bombetoka 100%, ankarafantsika 65%, BDB 200%.</p> <p>Municipalities benefiting from forest control Project (14/3 – 21%)</p> <p>Number of delits recorded and treated 6/4 – 67%.</p> <p>Deferment 6/2 – 33%. Partner: DIREDD 2/2 100%.</p>	<p>Number of patrol missions by the CLP – 100%</p> <p>Number of patrol missions by park officers – 97%</p> <p>Number of control missions carried out by local authorities per year – 100%</p> <p>Number of forest control missions carried out by DIREDD agents- 67%</p> <p>Number of offenses / offenses observed and treated-150%</p> <p>Number of deferments – 67%</p> <p>Number of municipalities benefiting from reinforced forest control with a view to pressure reduction – 92%</p> <p><b>Strong performance</b></p>	
<b>Activity 1.1.2.4</b>	<b>Carry out forest restoration and Raphia</b>	Restored forest area (ha) 10 vs. 5.7 – 57%. Bombetoka	Restored forest area in Hectares. Against an objective of 24 ha, 27.8 ha were restored, thus achieving 112%. Asity 11.8/9 (131%) and Antrema 15/15 (100%) <b>Exceeded Target</b>	
<b>Activity 1.1.2.5</b>	<b>Conduct communication and outreach activities</b>	Number of people affected by awareness 150/162 – 108% ASITY	Number of people reached by awareness raising. Against an objective of 356, a total of 798 people were reached. Thereby exceeding the target by 224%. ASITY 154/150	

			(103%) and DPRIDDD 644/206 (313%). <b>Met or Exceeded Target</b>	
<b>Activity 1.1.2.6</b>	<b>Carry out fleet boundaries and maintain existing bollards</b>	<p>Sustained outer boundary obj. 16 vs. 5 realized – 31 % , partner Bailey De Bay</p> <p>Number of plates put in place obj 35 vs. 106 realized – 303%, Partner: bailey Dey bay.</p>	<p>Sustained outer boundary length (km) against an objective of 80, 80 target was reached, thus achieving 100%. With partner baie de baly.</p> <p>Smilary, for number of plates put in place, against an objective of 56, 106 were achieved, ie. 189%. With partner baie de baly.</p> <p><b>Met or Exceeded Target</b></p>	
<b>Activity 1.1.2.7</b>	<b>Work with the ministry of justice on law enforcement for people who commit offenses in protected areas</b>	<p>Number of OPJs of control units in Mahajanga benefiting from training on the environmental penal chain obj. 27 vs. 0 achieved. Due to delay in activities, DIREDD.</p> <p>Number of deferrment missions carried out Obj. 4 vs. 0 achieved, partner DIREDD</p>	<p>Number of OPJs of control units in Mahajanga benefiting from training on the environmental penal chain. Against objective 80 OPJ control units, 0 have been achieved, with partner DIREDD.</p> <p>Number of deferment missions carried out, against target of 7, 6 missions have been carried out i.e. 86%, with partner DIREDD</p> <p><b>Strong performance</b></p>	
<b>Activity 1.1.2.8</b>	<b>Monitor the implementation of the management plan and activities within each protected area</b>	<p>Number of PAPs tracked obj. 1 vs. 1 achieved – 100%.</p> <p>Number of people met and/or participants in meetings organised by municipality during PAG follow-up (99/81 – 82%).</p>	<p>Number of PAPs tracked, objective 5 : achieved 7 (71%), DIREDD 6/2 (300%) and DAPRNE 1/3 (33%).</p> <p>Number of people met and/or participants in meetings organized by</p>	

			municipality during PAG follow up. Objective 156 people, 243 were met, ie. 155%. DIREDD 187/30 (623%) and DAPRNE 56/126 (44%). <b>Met or Exceeded Target</b>	
<b>Activity 1.1.2.9</b>	<b>Train PA officials on PA legislation, SMART oversight, METT enforcement, existing SAPM tools/policies/procedures/monitoring</b>	No progress,  Signing of agreements with DAPRNE delayed.  METT evaluation workshop postponed.	Number of agents and stakeholders trained and able to use SAPM, METT, SMART, COAP tools, against objective of 113 trainees, only 29 were trained, i.e. 26%. SAPM 0/28 (0%), METT 29/27 (107%), SMART 0/28 (0%), COAP 0/30 (0%).  METT evaluation score obtained per CMK year. 76.47%, <b>Lacking Performance</b>	
<b>Activity 1.1.2.10</b>	<b>Oversee the implementation of the APs AWP</b>	Number of supervisions carried out for PAG follow-up (obj 2 vs. 1 achieved, 50%).  Number of people met and/or participants in meetings organised by municipality (obj. 50 vs. 150 achieved – 300%)	Number of supervisions carried out for PAG follow-up. Target 6, reached 6 (100%). DIREDD 5 and DAPRNE 1.  Number of people met and/or participants in meetings organized by municipality. Objective 6, reached 613, thus meeting 10,2165%. DIREDD 557 and DAPRNE 56. <b>Met or Exceeded Target</b>	
<b>Output 1.1.3</b>	<b>Participation of local communities in the management of targeted PAs improved</b>			

Indicator 1.1.3	Number of Local management structures that are in place and fulfilling terms of reference at all 5 targeted PAs			
Target	5 management structures (each management structure has at least 20% women)			
Activity 1.1.3.1	<b>Organize pa governance training for co-management with the community</b>	Number of management structures formed in co-management 5/0 – 0%, ASITY carried forward to FY 21 in new work plan.	Number of management structures formed in co-management, objective 16, reached 11, thus: 69%.  <b>Strong progress</b>	
Activity 1.1.3.2	<b>Supporting Meetings of Governance Structures</b>	<p>Number of meetings of local structures supported</p> <p>Obj. 3 vs. achieved 3 – 100% BBL</p> <p>Number of missions carried out to strengthen local structures through monitoring and support missions (4/4 – 100%). BBL</p> <p>Number of MMZ meetings held during the year 1/1 – 100% ASITY</p> <p>Number of participants in meetings/awareness-raising of governance structures organized by COSAP 400/374 – 93% BBL</p>	<p>Number of meetings of local structures supported, objective 1, achieved 0. Scheduled meetings with GEF6 could not take place due to COVID-19 and the fire season (August-Nov 2020).</p> <p>Number of missions carried out to strengthen local structures through monitoring and support missions (obj. 4, achieved 0%) partner BBL; Number of MMZ meetings held during the year (obj. 1, achieved 0%) partner ASITY; Number of participants in meetings/awareness-raising of governance structures organized by COSAP 0% (BBL).</p> <p><b>Lacking Behind</b></p>	

<b>Activity 1.1.3.3</b>	<b>Organization of meetings of the COSAP Protected Area Orientation and Support Committee</b>	Number of COSAP support missions obj. 3 vs. 0 achieved – 0%. Delayed due to covid.	Number of COSAP support missions, obj. 3, achieved 1 (33%).  <b>Lacking Behind</b>	
<b>Activity 1.1.3.4</b>	<b>Building teachers' capacities in Education for Sustainable Development (ESD)</b>	DPRIDDD  Signing of agreements with the Delayed DPRIDDD	number of schools benefiting from ESD training, obj. 4, achieved 1 (25%), partner: DPRIDD.  Number of teachers and students benefiting from ESD training, objective 70, reached 60 (85%), partner: DRPIDD  <b>Strong progress</b>	



		FY20	FY 21	Analysis
Outcome 1.2	Improved financial sustainability of 5 targeted PAs			
Indicator 1.1	Amount of long-term financing available annually for the 5 targeted protected areas			
Indicator 1.2	Financing gap (expressed as % of total need defined in management plans) of the 5 targeted PAs during 2022- 2025			
Output 1.2.1	The Madagascar Foundation for Protected Areas and Biodiversity (FAPBM) capitalized USD 4.5 million to generate revenues for the management of the targeted PAs			
Indicator 1.2.1.1	Amount contributed to the capital of FAPBM through the Project			
Target	USD 4.5 million			
<b>Activity 1.2.1.1</b>	<b>Manage the USD 4.5 million added to the capital of the FAPBM</b>	For year 1, activity not started yet. CI-GEF is currently negotiating the grant agreement with the MBF.	Signature of the grant agreement between CI and the FAPBM on November 24, 2020. The disbursement was made on December 17, 2020. <b>ON TRACK FOR COMPLETION.</b>	
Output 1.2.2	The FAPBM contributes at least USD 137,000 additional annually and in perpetuity to strengthen the management of targeted PAs			
Indicator 1.2.2.1	Annual contribution to the 5 targeted PAs attributable to the USD 4.5 million contribution to FAPBM's capital			
Target	USD 137,000 additional annually from year 3			

Activity 1.2.2.1	Allocate revenues of USD 4.5 million to protected areas from the third year on or after the third year (in value)	Nil.	FAPBM received the transfer of funds on December 17, 2020. After receiving the capital, FAPBM invested the USD 4.5 million in units of the Lombard Odier Money Markets Fund (ISIN CH011101295). The revenue generated by the USD 4.5 million will be the subject of a financing agreement for the year 2023, starting in January 2023. <b>ON TRACK FOR COMPLETION.</b>	
Output 1.2.3	Additional donors identified to increase the FAPBM capitalization and reduced financial gap of targeted protected areas and funding proposals submitted			
Indicator 1.2.3.1	Number of funding requests submitted to potential donors			
Target	3 funding requests			
Activity 1.2.3.1	Conduct fundraising activities to reduce the financial deficit of targeted protected areas	There have been no fundraising activities yet. The MFB and the GCF are working on the due diligence update of the FBM. The Convention between the MFB and the GCF will be signed before the end of June. Draft contract FAPBM and CI-GEF. Signature before Dec 2020	There have been no fundraising activities yet. - Dec. 2018: Consultation workshop to identify the needs of each GAP - July 2019: Workshop to confront GAP needs and development projects - Year 2020: field visits planned but <b>delayed due to Covid 19</b> -2021: Revival of activity by the FAPBM with OCSIF 9Organism for the Coordination and Monitoring	

			of Investments and their Financing) but in the process of restructuring	
Indicator 1.2.3.2	Number of donor databases developed			
Target	1 database			

Component 2	Supporting sustainable production by local communities around targeted PAs to strengthen PA protection efforts and improve community wellbeing	FY 20	FY 21	Analysis
Outcome 2.1	Key local communities around targeted PAs have adopted sustainable production practices			
Indicator 2.1	Indicator 2.1.: % of households self reporting as food insecure			
Indicator 2.2	Indicator 2.2.: Number of months that households are food insecure			
Indicator 2.3	Indicator 2.3.: a) % increase in household income of the local participating communities			
Indicator 2.4	Indicator 2.4: number of hectares where sustainable production practices have been adopted			
Output 2.1.1	Support Communal Management Schemes (SACs) and PA management plans (PAGs) by strengthening local initiatives for sustainable production and better conservation of protected area buffer zones			
Indicator 2.1.1.1	Number of sustainable production initiatives supported to improve livelihoods			
Target	16 livelihood initiatives			
Activity 2.1.1.1	Promote AGR income-generating activities (beekeeping, SRA, vegetable farming, rice cultivation)	Agriculture: Household beneficiary of AGR agriculture, project (108/84 – 77%), Partner Ankaranf (66%), CMK (100%)	Agriculture: AGR 103% Beekeeping 103%	

		<p>Beneficiaries of beekeeping training, project (108/84- 77%), Partner Ankara 66% and CMK 100%</p> <p>SPA: Households benefiting from AGR SRA, project 118/62 – 52%, Partner: CMK</p> <p>Training beneficiaries: 118/118 – 100%, Partner: CMK</p> <p>Area in ha SRA: 6/6 – 100%, partner CMK.</p> <p>Culture Maraichere: Household beneficiary of AGR vegetable cultivation, 99%, partner: CMK</p> <p>Beneficiaries of training in vegetable farming, 100%, partner: CMK</p> <p>Beneficiary associations distribution of tools, 99%, partner: CMK</p> <p>Area (ha) under market gardening completed 100%, CMK</p>	<p>SPA: Households: 96%</p> <p>training: 96%</p> <p>area: 329%</p>	
<b>Activity 2.1.1.2</b>	<b>Valuing the forests of Raphia</b>	<p>Household beneficiary of AGR Raphia obj. 54 vs. 49 achieved, 91%, Partner: Antrema 66%, CMK 100%.</p> <p>Beneficiaries of raffia training (catering, grain production, AGR)</p>	<p>Household beneficiary of AGR Raphia, total obj. 103 vs. achieved 106 (103%). Ankaranfantskia (20/24 – 120%), Antrema (20/14 – 70%), CMK (63/68 – 108%).</p>	

		obj. 49/49 – 100%. Partner: antrema 100%, CMK 100%.	<p><b>Beneficiaries of raffia training (catering, grain production, AGR) project (123/112 – 91%), ANkaranfanskia (20/24 – 120%), Antrema (20/14 – 70%), CMK (63/68 – 108%).</b></p> <p><b>AREA Forest Raphia restored ha project (30/42 – 140%), Ankaranftanskia (10/0 – 0%), Antrema (20/42 – 150%).</b></p>	
<b>Activity 2.1.1.3</b>	<b>Implement a green charcoal production project</b>	<p><b>Beneficiaries of REFORESTATION training 0%</b></p> <p><b>Reforrested area Ha 0%.</b></p>	<p><b>Beneficiaries of REFORESTATION training Project (225/229 – 90%), Partner : Ankarafrantsika</b></p> <p><b>Ha of reforested area : Project (30/42 – 140%) Partner : Ankaranfanskia</b></p>	
<b>Activity 2.1.1.4</b>	<b>Supporting the development of natural resources</b>	Number of AMI members participating in an event/fairs, exhibitions 0%.	Number of AMI members participating in an event/fairs, exhibitions – 0% achieved.	
<b>Activity 2.1.1.5</b>	<b>Develop tourism through the creation of circuits and dedicated signage</b>	0% for all targets.	<p>km of circuits maintained in accordance with the report of Realization of eco-tourist circuits (20/0 – 0%)</p> <p>Beneficiary households development of tourist circuit (20/0 – 0%)</p> <p>Number of tourist sites developed (6/0 – 0%)</p>	

			Number of road signs put in place (20/0 – 0%)	
Indicator 2.1.1.2	Number of people (gender disaggregated) participating in sustainable production initiatives supported by the Project			
Target	1300 women; 1300 men; 2000 households			
Output 2.1.2	Develop and enhance value chains of sustainable products with potential in the region			
Indicator 2.1.2.1	Number of value chains developed and executed			
Target	3 value chains			
<b>Activity 2.1.2.1</b>	<b>Support the development of the raffia, beekeeping, salt, fisheries, beef and poultry sectors</b>	# households benefiting from the Salt sector 20/24-120%,  rest are 0%.	# household of women beneficiaries of basketry (10/10 – 100%)  # households benefiting from the fishing sector (150/168 – 112%)  # beneficiary households in the poultry farming sector (40/40 – 100%)  # beneficiary households in the beef sector (10/10 – 100%)  # beneficiary persons training on cattle breeding (20/2 – 10%)  # households benefiting from the Salt sector (40/34 – 85%)	

			Area (ha) of managed cattle perimeters (2/1.5 – 75%)  Partner for all these activities is: Antrema	
<b>Activity 2.1.2.2</b>	<b>Support the development of priority sectors in the municipalities concerned outside the APS</b>	<b><i>contract not yet signed</i></b>	DPRIDDD contract signed, SOCIO-ECONOMIC STUDY CARRIED OUT AND RETURNED	
<b>Activity 2.1.2.3</b>	<b>Developing the silk sector value chain</b>	<p>Number of households of women beneficiaries in the silk sector 100%, partner DELC</p> <p>Number of households of women beneficiaries in the silk sector 25/5.2 – 20%</p> <p>Number of documents developed for the study of value chains in the Silk sector -1/1 in progress ??</p>	<p>Number of households of women beneficiaries in the silk sector (48/48 – 100%)</p> <p>Area (ha) of mangrove restored (25/50 – 200%)</p> <p>Number of documents developed for the study of value chains in the Silk sector (1/1 – 100%) but in progress??</p>	
<b>Activity 2.1.2.4</b>	<b>Conduct studies to identify other promising market sectors through a value chain approach</b>	Number of promising sectors identified by value chain approach 0%	Number of promising sectors identified by value chain approach Project objective 10 vs. achieved 10, reaching 83%. Ankaranfantski (5/5 – 100%) and BBL (12 / 5 achieved – 42%).	
<b>Activity 2.1.2.5</b>	<b>Conduct a value chain analysis for priority sectors in the Boeny region</b>	Number of Value Chain Development Plan developed 0% developed	Number of Value Chain Development Plan developed (obj. 3 vs. achieved 3 – 100%). Stages of realization: TDR developed, launch call for tenders; and ALLD COcontract signed / workshops implemented etc.	



## **ANNEX 4: PROGRAM STAFFING DETAILS**

No.	Name of Staff	Title/Role	Date of Joining	Title/Role Current Status [Occupied/ Vacant]	Date of Leaving [if applicable]	Reason for leaving and current status of vacancy [if applicable]
1.	Lalaina Randrianasolo	National Director of the Project	August 2019	Occupied		
2.	Michele Andrianarisa	Technical Coordinator	June 2019	Occupied		
3.	Fanja Jeromine	Grants and Contracts Manager	October 2019	Left the project	January 2020	Personal reason
4.	Dina Ranorombol	M&E Manager	October 2019	Left the Project /Hiring in process	July 2021	Personal reason
5.	Soloarisoa Ranoromalala	Livelihoods Manager	October 2019	Occupied		
6.	Joelle Rakotomalala	New Grants and Contracts Manager	May 2020	Occupied		
7.		Grants coordinator		Hiring in Process		
8.	Mamisoa Chantal	Focal point DPRIDD	August 2019			
9.	Hiarinirina Randrianizahana	Focal point DAPRNE	August 2019/ Passed away			
10.	Nadine Ramanantsara	New Focal point DAPRNE	March 2021			
11.	Ranto Andriantsoa	Focal Point FAPBM	August 2019			



# CYNOSURE

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