



PROJECT DOCUMENT

SECTION 1: PROJECT IDENTIFICATION

1.1 Project title:

Sustainable Management of Conservation Areas and Improved Livelihoods to Combat Wildlife Trafficking in Madagascar

1.2 Project number:

GEF ID: 10233

1.3 Project type:

PMS:

FSP

1.4 Trust Fund:

GEF

1.5 Strategic objectives:

GEF strategic long-term objective:

BD-1: Mainstream biodiversity across sectors as well as landscapes and seascapes;

BD-2: Address direct drivers to protect habitats and species

Strategic programme for GEF VII:

BD-1-2a; BD-1-2b; BD-2-7

1.6 UNEP priority:

Healthy Ecosystems and Environmental Governance

1.7 Geographical scope:

National

1.8 Mode of execution:

External

1.9 Project executing organization:

Ministry of Environment and Sustainable Development (MEDD)

1.10 Duration of project:

60 months

Commencing: 10/01/2021

Technical completion: 31/12/2026

Validity of legal instrument:

60 months

1.11 Cost of project

US\$

%

Cost to the GEF Trust Fund

5,763,303.00

28.24%

Co-financing

Cash

0

0%

Sub-total

0

0%

In-kind

Ministry of Environment & Sustainable Development

1,000,000.00

4.90%

FAPBM

7,499,744

36.75%

UNDP CO Madagascar	5,000,000.00	24.50%
CITES Secretariat	120,000.00	0.59%
TRAFFIC	920,000.00	4.51%
Grace Farms Foundation	103,200.00	0.51%
<i>Sub-total</i>	14,642,944.00	71.76%
Total	20,406,247.00	100%

1.12 Project summary

The Project aims to fight illegal wildlife trade (IWT) in Madagascar at national, regional and local levels and specifically conserve endemic biodiversity in the spiny dry ecosystem of the south-east of the country, in the Anosy and Androy Regions, Toleary Province. The Project Objective is *conservation of biodiversity in Madagascar through strengthened management of the New Protected Areas (Category V), with active engagement by communities, and enforcement to reduce the rate of IWT and poaching*. The Objective will be achieved through implementation of four integrated project strategies (components): **Component 1** -National policy and institutional frameworks to address wildlife and forest crime and develop NPAs; **Component 2** - Management effectiveness of selected NPAs; **Component 3** - Community engagement and poverty reduction for effective NPA management; and **Component 4** - Knowledge Management, Gender Empowerment, and Monitoring & Evaluation.

Under Component 1, the project will develop a National Wildlife Crime Law Enforcement Strategy and National Strategic Guidelines for New Protected Area (NPA) Management in Madagascar; assist the country to introduce eCITES@ASYCUDA solution and build capacity of the Ministry of Environment and Sustainable Development (MEDD) and Customs to use the Convention on International Trade in Endangered Species (CITES) electronic permit system; provide advanced mentoring to MEDD, Ministry of Justice, and Police to investigate and prosecute wildlife crime and obtain essential equipment for a National Wildlife Crime Unit/MEDD.

Under Component 2, the project will assist the MEDD to operationalize 3 NPAs (total area of 196,410 ha) in the Anosy and Androy Regions and provide them with training and equipment to ensure effective NPA co-management and long-term conservation of spiny forest ecosystem and endemic species.

Under Component 3, considerable investments will be made in the sustainable livelihood of local communities in the target NPAs through establishment of Rural Communes Natural Resource Management Committees, development of the Commune's Natural Resource Management Plans, and supporting implementation of the Plans through funding of community pilot projects on Community-Based Natural Resource Management (CBNRM), Sustainable Land Management (SLM), alternative sources of income, and reforestation.

Under Component 4, the project will support a nation-wide wildlife crime awareness campaign and will share lessons learned from all project activities with other conservation initiatives in Madagascar and abroad. This project is part of the GEF Programmatic Approach to Prevent the Extinction of Known Threatened Species (Global Wildlife Program, GWP) and it was designed to contribute to the GWP and to coordinate its activities with the mentioned GEF funded Program (GWP 9071). UNEP will bring to bear its vast scientific and empirical experience of critical relevance to the objectives of the project through sharing experiences of its other projects being supported by GEF or other agencies.

TABLE OF CONTENTS

SECTION 1: PROJECT IDENTIFICATION	1
ACRONYMS AND ABBREVIATIONS	4
SECTION 2: BACKGROUND AND SITUATION ANALYSIS (BASELINE COURSE OF ACTION)	7
2.1. Background and context	7
2.2. Global significance	7
2.3. Threats, root causes and barrier analysis	8
2.4. Institutional, sectoral and policy context	16
2.5. Stakeholder mapping and analysis	20
2.6. Baseline analysis and gaps	26
2.7. Linkages with other GEF and non-GEF interventions	30
SECTION 3: INTERVENTION STRATEGY (ALTERNATIVE)	35
3.1. Project rationale, policy conformity and expected global environmental benefits	35
3.2. Project goal and objective	43
3.3. Project components and expected results	43
3.4. Intervention logic and key assumptions	59
3.5. Risk analysis and risk management measures	61
3.6. Consistency with national priorities or plans	64
3.7. Incremental cost reasoning	65
3.8. Sustainability	69
3.9. Replication	70
3.10. Public awareness, communications and mainstreaming strategy	70
3.11. Environmental and social safeguards	72
SECTION 4: INSTITUTIONAL FRAMEWORK AND IMPLEMENTATION ARRANGEMENTS	80
SECTION 5: STAKEHOLDER PARTICIPATION	84
SECTION 6: MONITORING AND EVALUATION PLAN	86
SECTION 7: PROJECT FINANCING AND BUDGET	88
7.1. Overall project budget	88
7.2. Project co-financing	88
7.3. Project cost-effectiveness	89
APPENDICES	91

ACRONYMS AND ABBREVIATIONS

AFD	French Development Agency [<i>Agence Française de Développement</i>]
ANGAP	National Protected Area Management Agency (see MNP below) [<i>Agence Nationale pour la Gestion des Aires Protégées</i>]
ASARA	Food and Increased Agricultural Income [<i>Alimentaire et Augmentation des Revenus Agricoles</i>]
AVSF	Agronomists and Veterinarians Without Borders [<i>and Agronomes et Vétérinaires Sans Frontières</i>]
BPPS	UNDP Bureau for Policy and Programme Support
CCZ	Critical Conservation Zone
CEO	Chief Executive Officer
CITES	Convention on International Trade in Endangered Species
COAP	Protected Area Code [<i>Code des Aires Protégées</i>]
COBA	Community-level Association [<i>Communautés de Base</i>]
COVID19	2019 novel coronavirus
CRS	Catholic Relief Services
CSO	Civil Society Organisation
DREDD	Inter-Regional Direction for Environment and Sustainable Development [<i>Direction inter-Régionale de l'Environnement et Développement Durable</i>]
DSAP	Protected Area System Directorate (<i>Direction du Système des Aires Protégées</i>)
DWCT	Durrell Wildlife Conservation Trust
EIA	Environmental Impact Assessment
EIES	Environmental and Social Impact Study [<i>Etude d'impact environnemental et social</i>]
EN	Endangered
ERC	UNDP Evaluation Resource Centre
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environment and Social Management Plan
EU	European Union
FSP	Full Sized Project
GEF	Global Environment Facility
GELOSE	Secured Local Management [<i>Gestion Locale Sécurisée</i>]
GIS	Geographic Information System
GiZ	German Corporation for International Cooperation (<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>)
GOM	Government of Madagascar
GPS	Global Positioning System
GRET	Research and Technology Exchange Group [<i>Groupe de Recherches et d'Echanges Technologiques</i>]
HACT	UNDP Harmonized Approach to Cash Transfers
ICCWC	International Consortium on Combating Wildlife Crime
IEO	Independent Evaluation Office
IUCN	International Union for Conservation of Nature

IUCN-SSC	International Union for Conservation of Nature – Species Survival Commission
IWT	Illegal Wildlife Trade
KM	Knowledge Management
LC	Least Concern
M&E	Monitoring and Evaluation
MAP	Medicinal and Aromatic Plants
MBG	Missouri Botanical Garden
MEDD	Ministry of Environment and Sustainable Development [<i>Ministère de l'Environnement et Développement Durable</i>]
METT	Management Effectiveness Tracking Tool
MGA	Malagasy Ariary
MNP	Madagascar National Parks (see ANGAP above)
MRPA	Managed Resources Protected Area
MSP	Medium Sized Project
MtC	Metric Tons Carbon
MTR	Mid-Term Review
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-Governmental Organisation
NIM	National Implementation Modality
NPA	New Protected Area
NTFP	Non-Timber Forest Product
OFP	Operational Focal Point
OPJ	Police Officer [<i>Officier de Police Judiciaire</i>]
PA	Protected Area
PAG	Management Development Plan (<i>Plan d'Aménagement de Gestion</i>)
PB	Project Board
PDSPE	Private Sector and Employment Development Plan [<i>Plan de Développement du Secteur Privé et l'Environnement</i>]
PGESS	Environmental and Social Safeguards Management Plan [<i>Plan de gestion environnementale et de sauvegarde social</i>]
PIF	Project Identification Form
PIMS	Project Information Management System
PIR	GEF Project Implementation Report
PM	Project Manager
PMU	Project Management Unit
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
PRF	Project Results Framework
RTA	Regional Technical Advisor
SAPM	Madagascar's Protected Area System [<i>Système des Aires Protégées de Madagascar</i>]
SBAA	Standard Basic Assistance Agreement
SCAPES	Sustainable Conservation Approaches in Priority Ecosystems
SEA	Sexual Exploitation and Sexual Abuse
SESP	Social and Environmental Screening Procedure

SH	Sexual Harassment
SMART	Spatial Monitoring and Reporting Tool
STAP	GEF Scientific Technical Advisory Panel
SW	South-West
TE	Terminal Evaluation
TGRN	Transfer of Management of Natural Resources [<i>Transfer de Gestion des Ressources Naturelles</i>]
TOC	Theory of Change
TOR	Terms of Reference
TRAC	UNDP Target for Resource Assignments from the Core
TRAFFIC	The Wildlife Trade Monitoring Network
TSA	Turtle Survival Alliance
UK	United Kingdom
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP-CO	UNDP Country Office
UNDP-GEF	UNDP Global Environmental Finance (unit)
UNEP	United Nations Environment Programme
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
USD	United States Dollar
WCC	World Conservation Congress
WCS	Wildlife Conservation Society
WWF	World Wild Fund for Nature

SECTION 2: BACKGROUND AND SITUATION ANALYSIS (BASELINE COURSE OF ACTION)

2.1. Background and context

1. Madagascar (officially the Republic of Madagascar), is an island country in the Indian Ocean, approximately 400 km off the coast of East Africa. At 592,800 km² Madagascar is the world's second-largest island country. The total population of the island is 26,262,313 people (population density - 48 people/km²) that increases with an average annual growth rate of 2.5% (2018)¹. More than 60% of Madagascar's population is rural (2019)².
2. Agriculture, including fishing and forestry, is Madagascar's largest industry and employs 82% of its labor force³. Other economic activities include emerging tourism, textile and mining industries. The country's GDP annual growth rate is 5.2% (2019)⁴, however, the growth is likely to have reversed in 2020 due to COVID-19 impact. Despite the growing economy, 70.7% of Madagascar's population still lives below the poverty line (2012)⁵ and the country's Human Development Index is low (0.521, 2018), ranked as 162 among the countries of the world⁶.

2.2. Global significance

3. Madagascar is one of eight 'hottest' biodiversity hotspots based on richness and endemism of plants (c. 12,000 spp. of vascular plants, >90% endemic) and vertebrates (>700 spp. with c. 50% endemism in birds and >98 per cent in amphibians, reptiles and mammals)⁷. The island's ecosystems include many types of forests, savannah, steppes, rivers, lakes, wetlands, mangroves, drylands, and reefs. The eastern side of the island is home to tropical rainforests, while the western and southern sides of the island are covered by tropical dry and spiny forests, thorn forests, deserts and shrub-lands. Dry forests support hundreds of indigenous plant and animal species – for example, of the 12 species of baobab, seven are present in Madagascar and six of them are endemic to Madagascar, as compared to only one in all of Africa⁸.
4. The Madagascar spiny forests (also known as the Madagascar spiny thickets) is an ecoregion in the southwest of Madagascar. The vegetation type is found on poor substrates with low, erratic winter rainfall. The ecoregion has a total area of 43,400 km² and contains an outstanding proportion of endemic plant species, being part of the Global 200. Around 95% of the original flora in the spiny forests is endemic, which makes it the most unique ecoregion in Madagascar. Many constituent plants show extreme adaptation to drought. Spiny plants of the endemic subfamily *Didiereoideae* form a conspicuous component, especially towards the east. They are woody but distantly related to the cacti. The remaining component of the forests is dominated by members of the plant families *Burseraceae*, *Euphorbiaceae*, *Anacardiaceae* and *Fabaceae*, all of which have representatives elsewhere. Notable inhabitants of the spiny thickets include the spider tortoise (*Pyxis arachnoides*) and the radiated tortoise (*Astrochelys radiata*), the gecko *Ebenavia maintimainty*, several lemurs including Verreaux's sifaka, Grandidier's mongoose, and eight endemic birds⁹.

¹ UN Department of Economic and Social Affairs Population Dynamics. 2019 Revision of World Population Prospects

² Trading Economics <https://tradingeconomics.com/madagascar/indicators>

³ United States of America. The World Factbook. Central Intelligence Agency

⁴ Trading Economics <https://tradingeconomics.com/madagascar/gdp-growth-annual>

⁵ United States of America. The World Factbook. Central Intelligence Agency

⁶ UNDP 2019. Inequalities in Human Development in the 21st Century: Madagascar

⁷ Jorg U. et al. 2001. The biodiversity of Madagascar: one of the world's hottest hotspots on its way out. *Oryx* Vol. 35, No 4.

⁸ WWF: Madagascar Forests https://wwf.panda.org/wwf_offices/madagascar/

⁹ Crowley, H. 2004. 113 – Madagascar Spiny Thickets. In Burgess, N.; D'Amico Hales, J.; Underwood, E.; et al. (eds.). *Terrestrial Ecoregions of Africa and Madagascar: A Conservation Assessment* (PDF). World Wildlife Fund Ecoregion Assessments (2nd ed.). Washington D.C.: Island Press. pp. 415–417.

2.3. Threats, root causes and barrier analysis

Direct Treats and Root Causes

5. Despite the very high biodiversity and endemism, >70% of the original primary vegetation of the island has been lost¹⁰ and much of the country's biodiversity is under threat from unsustainable practices. There is high reliance on natural resources for food, fuel,¹¹ and income, with the result that remaining forests are threatened by shifting cultivation, charcoal production, fuelwood needs, and poaching for wild meat consumption. The high rates of deforestation have also been attributed to the rapid growth of the population and unsustainable demand for forest resources¹². Several hundred species of Malagasy fauna and flora are listed in the CITES Appendices and, whilst legal and sustainable international trade provides valuable revenue to the country, the illegal trade in wildlife deprives Madagascar of these revenues and impoverishes landscapes, resulting in 'empty forests'. The key threats for Madagascar's biodiversity are considered in more details below (see also Fig. 3).
6. **Deforestation.** Deforestation is a serious issue in Madagascar, with recent research showing a more than 80% shrinkage of forest cover over a 40-year period.¹³ Actually in 2001-2019 the total area of humid primary forest in Madagascar decreased by 82% (847,000 ha of humid primary forest were lost). During the same period Madagascar lost 3,890,000 ha of its total tree cover, which is equivalent to 23% decrease in total tree cover since 2000, and 1.29Gt of CO₂ emissions. Tree cover loss rate in Madagascar increased from 87,000 ha/year (0.51%/year) in 2001 up to 367,000 – 510,000 ha/year (2.1-3.0%/year) in 2017-2018¹⁴ (Fig. 1a). The key drivers of deforestation in Madagascar are slash-and-burn for agricultural land (a practice known locally as *tavy*) and for pasture, selective logging for precious woods or construction material, the collection of fuel wood (including charcoal production) and, in certain sites, forest clearing for mining¹⁵.
7. Unsustainable timber exploitation is the second driver of deforestation in the island after agriculture expansion. Timber is exploited legally in Madagascar for a variety of purposes, including for the artisanal industry (for local construction and furniture needs) and for the international trade, for timber and manufacture of high-value musical instruments. Madagascar's rosewoods (*Dalbergia* and *Diospyros* species)¹⁶ have been so heavily over-exploited that they are listed in CITES Appendix II with a zero-export quota. This has resulted in a surge in illegal harvesting, transport and export of these precious woods. Tracking the trade dynamics of high value timber is made difficult in that the common names of Rosewood, Palisander and Ebony are frequently used interchangeably. Illegal logging in Madagascar has been a problem for decades and is perpetuated by extreme poverty and government corruption.

¹⁰ Myers, N., Mittermeier, R.A., Mittermeier, C.G., da Fonseca, G.A.B. & Kents, J. (2000) Biodiversity hotspots for conservation priorities. *Nature*, 403, 853±858

¹¹ 90% of Madagascar's population relies on biomass for daily energy needs (Minten *et al.*, 2013)

¹² Grinand *et al.*, 2013. Estimating deforestation in tropical humid and dry forests in Madagascar from 2000 to 2010 using multi-date Landsat satellite images and the random forests classifier. *Remote Sensing of Environment*. Volume 139, December 2013, Pages 68-80

¹³ Combining global tree cover loss data with historical national forest cover maps to look at six decades of deforestation and forest fragmentation in Madagascar. Ghislain Vieilledent, Clovis Grinand, Fety A. Rakotomalala, Rija Ranaivosoa, Jean-Roger Rakotoarijaona, Thomas F. Allnutt, and Frederic Achard.

¹⁴ Global Forest Watch: Madagascar 2020 <https://www.globalforestwatch.org>

¹⁵ Mittermeier, R.A.; Konstant, W.R.; Hawkins, F.; Louis, E.E.; Langrand, O.; Ratsimbazafy, J.; Rasoloarison, R.; Ganzhorn, J.U.; Rajaobelina, S.; Tattersall, I.; Meyers, D.M. 2006. Chapter 4: Conservation of Lemurs". *Lemurs of Madagascar*. Illustrated by S.D. Nash (2nd ed.). Conservation International. pp. 52–84..

¹⁶ 48 *Dalbergia* and 85 *Diospyros* species are found in Madagascar, although there are 3 principal species that are in international trade to China, *Dalbergia louvelii*, *Dalbergia greveana* and *Diospyros mchersonii*.

Often taking the form of selective logging, the trade has been driven by high international demand for expensive, fine-grained lumber such as rosewood and ebony¹⁷.

8. The key threats to the Madagascar spiny thicket are the small-scale, but widespread, exploitation for firewood and charcoal production. Selective logging of forests for construction wood is also a significant threat, particularly as the spiny thicket forest type has a naturally slow rate of growth and regeneration. The increasing cultivation of corn and grazing of livestock (primarily cattle and goats) also poses very serious threats to the ecoregion's habitats. The conversion of forests for agriculture has been exacerbated in recent years by the extreme periods of drought. Growing of maize is also expanding in the area, forming an additional threat to the habitats¹⁸. As a result of massive deforestation, several charismatic species such as lemurs and chameleons that evolved here over millions of years may become extinct before the end of the century¹⁹. Thus, for example, the deforestation rate in the three proposed project areas located in the Spiny Dry Forest ecoregion increased from average 190 ha/year in 2001-2005 to 560 ha/year in 2015-2019²⁰ (Fig. 1b). COVID-19 economic impact and administrative slowdown in Madagascar can further accelerate deforestation due to outflow of people from cities to rural areas and increased illegal clearing and logging²¹.

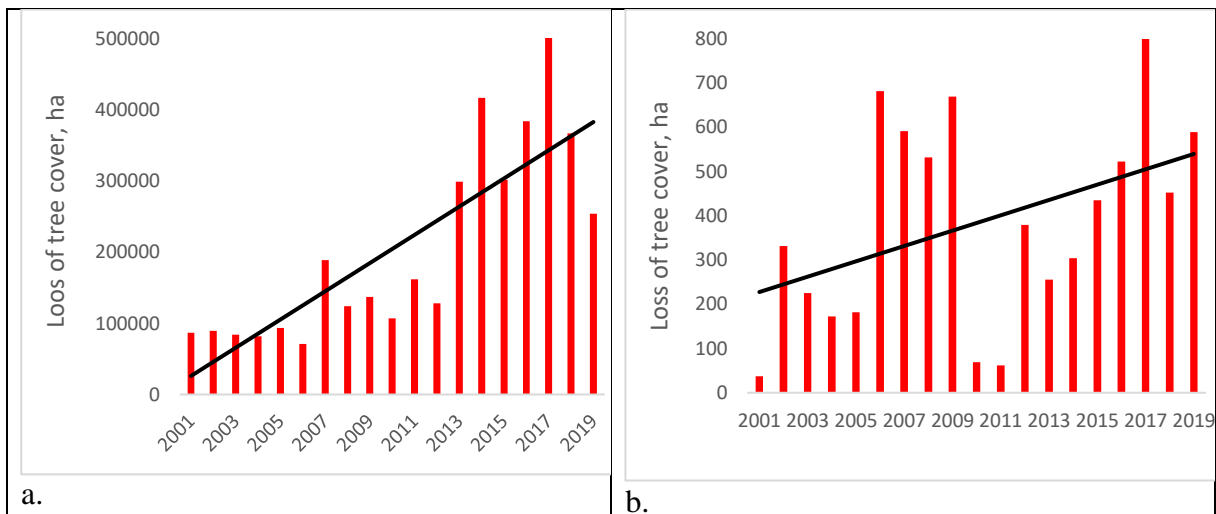


Figure 1. Annual loss of tree cover in (a) entire Madagascar and (b) in Angavo, Sud-Ouest Ifotaky, and Behara-Tranomaro New Protected Areas (NPAs) in 2000-2019 (University of Maryland 2019. Global Forest Change 2000-2019).

9. **Poaching and Illegal Wildlife Trade (IWT).** Poaching and IWT are very serious issues in Madagascar involving a wide set of species such as reptiles (tortoises, turtles, chameleons, geckos, and snakes) illegally collected for the exotic pet and medicine trade; lemures (all varieties) poached for bushmeat and captured for the illegal pet trade; birds (e.g. parrots and other exotic birds) illegally collected for the exotic pet trade; marine animals (e.g. seahorses, exotic fish) illegally harvested for food as well as the exotic pet and medicine trade; and precious

¹⁷ Zhu Annah 2020. China's Rosewood Boom: A Cultural Fix to Capital Overaccumulation. *Annals of the American Association of Geographers*. Available at: <https://doi.org/10.1080/24694452.2019.1613955>

¹⁸ WWF: Madagascar Spiny Thickets <https://www.worldwildlife.org/ecoregions/at1311>

¹⁹ WWF: Madagascar <https://www.worldwildlife.org/places/madagascar>

²⁰ University of Maryland. Global Forest Change 2000-2019 http://earthenginepartners.appspot.com/science-2013-global-forest/download_v1.5.html. Calculated for areas >=10% of tree cover.

²¹ COVID-19 will hurt Madagascar's conservation funding: Q&A with Minister Vahinala Raharinirina <https://news.mongabay.com/2020/04/covid-19-will-hurt-madagascars-conservation-funding-qa-with-minister-vahinala-raharinirina/>

timber (e.g. Rosewood, Ebony, Palisander) illegally harvested and exported for the production of high-value products like furniture and musical instruments²². TRAFFIC’s Wildlife Trade Portal²³ lists 39 IWT events (mainly wildlife and timber seizures) related to Madagascar for 2005-2019: frequency of IWT events increased from average 1 a year in 2005-2009 up to average 4 a year in 2015-2019 (Fig. 2a), that is likely to indicate an increased intensity of wildlife trafficking from Madagascar. At the same time 50% of all wildlife seizures related to Madagascar in 2005-2019 were implemented in the country itself and other 50% - in 11 other countries (Fig. 2b). Despite the relatively low number of wildlife seizures related to the country, volumes of IWT are very impressive. Thus, in 2018, multiple media sources noted over 10,000 live radiated tortoises were seized in southwest Madagascar, only to be followed by another seizure of more than 7,000 tortoises in the same region six months later. Critically endangered Ploughshare Tortoises from the northwest are known to sell for \$50,000 on the black market. This species is now considered functionally extinct in the wild²⁴.

- The United Nations Office on Drugs and Crime (UNODC) identified Madagascar as the top country in the world for sources of rosewood seized between 2005 and 2015; more than 4.4 million kilograms of Malagasy rosewood were seized, representing 54% of global seizures²⁵. Chameleons such *Calumma* and *Fucifer* genera, frogs from the *Mantella* and *Heterixalus* and *Scaphiophryne* genera, and many geckoes, primarily *Phelsuma* and *Uroplatus* genera, many of them microendemics with tiny restricted ranges or known only from a single site, are all known to be in high demand as pets and are often trafficked outside legal trade requirements²⁶. The illegal lemur trade for pets continues to increase, with some estimating over 28,000 individuals being taken out of the forests in just three years (2012-2015), often in association with illegal forest clearing activities²⁷. The IWT level is projected to increase in Madagascar in the situation of COVID-19 pandemic due to projected decrease of conservation funds, lack of tourism income, and administrative slowdown²⁸.

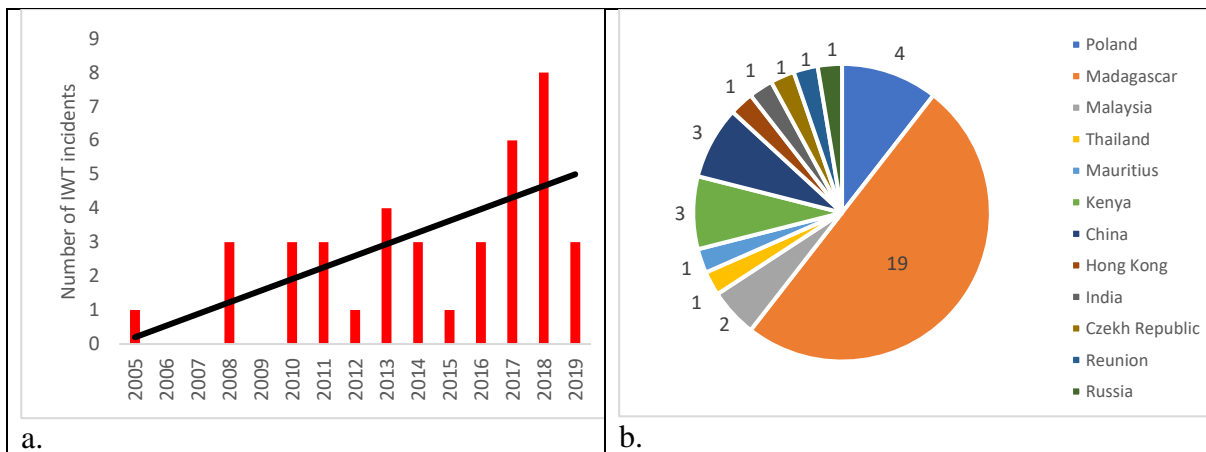


Figure 2. Number of IWT events related to Madagascar (a) by years and (b) by countries of seizure in 2005-2019 (TRAFFIC Wildlife Trade Portal).

²² USAID: Madagascar, Combating Wildlife Trafficking <https://www.usaid.gov/madagascar/environment/wildlifetrafficking>

²³ TRAFFIC’s Wildlife Trade Portal: Madagascar <https://www.wildlifetradeportal.org/#/dashboard>

²⁴ <https://www.theguardian.com/news/2018/feb/02/in-pursuit-of-the-tortoise-smugglers-madagascar-trafficking-endangered-species>

²⁵ <https://www.unodc.org/documents/wucr/Rosewood.pdf>

²⁶ <https://www.traffic.org/publications/reports/trade-in-madagascars-endemic-reptiles-and-amphibians-in-thailand/>

²⁷ <https://blogs.scientificamerican.com/extinction-countdown/ring-tailed-lemurs-pet-trade/>

²⁸ COVID-19 will hurt Madagascar’s conservation funding: Q&A with Minister Vahinala Raharinirina <https://news.mongabay.com/2020/04/covid-19-will-hurt-madagascars-conservation-funding-qa-with-minister-vahinala-raharinirina/>

11. The Critically Endangered Radiated Tortoise (*Astrochelys radiata*) is listed as one of the top 25 endangered tortoises of the world (IUCN-SSC Turtle Specialist Group, 2018). The species' range is restricted to the xerophytic spiny vegetation in the extreme southern and southwestern parts of Madagascar (Spiny Dry Forest ecoregion), where this project will be implemented. The species is illegally harvested from the wild and shipped overseas to collectors and breeders, in contravention of both national law (Decree 60126 of October 1960) and international regulations (the species is listed in CITES Appendix I). Tortoises are also taken from villagers and purchased by middlemen for as little as USD 3, and eventually shipped to Asia and Europe where they can retail for between USD 1,000 to USD 10,000 per individual. While the illegal international market favors small young individuals that are less visible to scrutiny by customs and security officials, large mature individuals are collected for the local meat trade. Confiscations of the species are made regularly, both within Madagascar and overseas. Additionally, escalating clearance of *Didiereaceae* and *Euphorbia* for shifting cultivation impacts on the survival of the species. The species was once considered to be one of the most abundant tortoises, often seen along roadways in the south, with a total population estimated at between 1.6-5.7 million. However, population models in 2005 predicted that the species could become extinct within 20-100 years (popularly cited as within 45 years), although there are no recent population data or surveys to substantiate this. Although precise numbers are not available, there are estimates that between 22,000 and 241,000 tortoises are harvested annually, renewing concerns that the species is threatened with local extinction.
12. Hunting and poaching are part of the daily life of villagers throughout the project pilot sites, although the intensity of this activity varies from one site to another depending on the ethnic composition of villages, i.e. where villages are predominantly "Antandroy", the consumption of certain animals remain taboo (e.g., tortoises, bush pigs, lemur species, Greater Hedgehog Tenrec *Setifer setosus* and the Lesser Hedgehog Tenrec *Echinops telfairi*, etc.) and access to the forests is not allowed. In other villages that are predominantly "Antanosy", hunting and poaching activities are more intense.
13. **Small-scale mining.** Mining is an emerging threat for Madagascar's biodiversity. Particularly in the suggested project area Behara Tranomaro NPA is a rich repository of minerals (e.g., mica, sapphire, ruby, citrine, garnet, tourmaline, quartz) that are exploited both legally and illegally. There are an estimated 100 mica quarries in the NPA (and in Ankodida protected area to the south of Behara Tranomaro). The mines vary in scale from tens of hectares to surface mining that are tens of meters deep. The mica mines in Behara Tranomaro NPA tend to be single-family operations of small scale. These family-run mining activities are somewhat opportunistic and provide income during lean periods, outside of agricultural seasons, or to meet specific needs such as medical costs. Mining contributes to deforestation and soil erosion in the project area.
14. **Invasive plant species.** Invasive species such as prickly pear (*Opuntia spp.*) and the rubber vine (*Cissus spp.*) have increased the degradation of the habitats, especially in disturbed forest areas. Spiny forests in the project area are rapidly giving way to "cactus scrub" as indigenous vegetation is cut and burned for subsistence charcoal production²⁹.
15. **Climate change effect.** Madagascar is vulnerable to extreme weather events, and has the highest risk from cyclones in Africa. These events are becoming increasingly frequent and intense: in the past 20 years Madagascar has been struck by 35 cyclones, 8 floods and 5 periods of severe droughts (a three-fold increase over the previous 20 years), causing \$1 billion in damages and affecting food security, drinking water supply and irrigation, public health systems,

²⁹ WWF: Madagascar Spiny Thickets <https://www.worldwildlife.org/ecoregions/at1311>

environmental management and quality of life³⁰. Already vulnerable to climate variability and extreme weather events, the country faces increasing environmental risks and degradation from projected climate change³¹. Madagascar Spiny Dry Forests are especially vulnerable to climate change not only through direct impact on species and ecosystems, but also through increased pressure on dry forest and wildlife from local communities trying to survive in harsh conditions exacerbated by the climate change (e.g., increased frequency of droughts). Droughts are likely to become more frequent and more severe in the south of the country as a result of climate change³². Droughts are often accompanied with dust and sand storms, a natural phenomenon known as a *tiomena* that is exacerbating the crisis by smothering crops, forests, buildings and roads. Some experts believe that climate change and deforestation in Madagascar contributes to frequency and strength of *tiomena*³³.

Barriers to address the Direct Threats and Root Causes

16. Key barriers to addressing poaching, IWT, and deforestation in Madagascar and the project area include: (i) incomplete policy, institutional framework and capacity of government agencies to address IWT and develop NPAs; (ii) limited capacity of MEDD and local stakeholders to manage NPAs for conservation, cultural, and development values; (iii) limited alternatives to unsustainable agricultural and natural resource consumption practices by local communities; (iv) inadequate lesson learning and sharing of knowledge on the best practices to address IWT, deforestation, and unsustainable livelihood (see Fig. 3).
17. **Barrier 1. Incomplete policy, institutional framework and capacity of government agencies to address IWT and develop NPAs.** Despite some Madagascar government commitments to address IWT and deforestation as national issues and initial cooperation with international partners ((International Consortium on Combating Wildlife Crime (ICWC), UNODC, CITES, World Bank, USAID, etc.) for that, the country still does not have developed policy, institutional framework and capacity to address these serious issues. Thus, Madagascar still does not have a National Wildlife Crime Enforcement Strategy to define short-term and long-term priorities for combating wildlife trade (CWT) in the country as well as responsibilities and roles of different partners (government agencies, international organizations, NGOs, and private sector) for that. Despite introduction of ASYCUDA (The UNCTAD Automated System for Customs Data), the country still relies on a paper-based CITES permitting system that is vulnerable for fraud and corruption and often used by wildlife traffickers to conceal illegal wildlife and timber trade activities through the legal permitting system. As was clearly demonstrated by the ICWC Tool Kit assessment, government agencies responsible for investigation and prosecution of wildlife and forest crime (mainly MEDD and the Ministry of Justice at national and regional levels) have low capacity on wildlife crime intelligence, investigation and prosecution. Additionally, level of collaboration of law enforcement agencies to address wildlife and forest crime at national and regional levels in Madagascar is low without specially developed mechanisms for that.
18. The mechanisms through which NPAs in Madagascar are identified and designated have been described, but the governance mechanisms to manage and conserve biodiversity and engage with communities remain incomplete, resulting in a suite of ‘paper parks’ lacking any formal structures for their effective oversight and control. Therefore, the NPAs have not attracted

³⁰USAID 2018. Madagascar Climate Change Risk Profile

https://www.climatelinks.org/sites/default/files/asset/document/2016%20CRM%20Factsheet%20Madagascar_use%20this.pdf

³¹ Waeber et al. 2015. Dry forests in Madagascar: neglected and under pressure. *International Forestry Review* Vol.17(S2)

³² World Bank 2013. Madagascar Country Environmental Analysis

³³Rivonala Razafison. Dusty winds exacerbate looming famine in Madagascar’s deep south. January 29 2021. <https://news.mongabay.com/2021/01/dusty-winds-exacerbate-looming-famine-in-madagascars-deep-south/>

adequate interest from donors and partners for the required initial investments in either park management or development of economic opportunities to generate revenue for improved local development. The managers of the NPAs face financial, management and capacity challenges to address the new combined goals of conservation and poverty alleviation for sustainable development. These include: (i) fewer access restrictions, as illustrated by the shift from strict to multiple use PA categories; (ii) greater community participation in PA governance, through the establishment of co-management structures and the empowerment of local users' associations; (iii) increased focus on community development activities within PA management plans; (iv) new emphasis on evaluation and mitigation of negative social impacts of PA creation, with a novel (for Madagascar) legal requirement to develop a social safeguards plan; and (v) greater involvement with a diverse array of stakeholders across larger spatial scales, such as regional authorities and the private sector³⁴. Given all these factors, clear National Guidelines on NPA Development and Management are needed in the country to ensure that national NPAs are managed effectively both for conservation and development goals.

19. **Barrier 2. Limited capacity of MEDD and local stakeholders to establish and manage NPAs for conservation, cultural, and development values.** Operationalizing of NPAs in Madagascar is a complex process. To be officially operational NPAs must: (a) carry out an environmental and social impact assessment (EIES) and submit it to the National Environment Office (ONE), (b) develop and implement a Social and Environmental Safeguards Plan (PSSE), and (c) develop NPA Management Plan that must include and address the complex issue of land tenure and land use. Additionally, NPAs should have zones, such as for conservation, sustainable use, household, or commercial exploitation. To manage NPA zones land users (e.g., community associations, or COBAs³⁵) must secure a TGRN agreement³⁶ and obtain a legal land title. Development and implementation of these plans and requirements is a major challenge for promoters and co-managers due to lack of resources and capacity³⁷. This situation may get worse as a result of COVID-19 economic slowdown and decrease of available conservation funds³⁸. Governance of NPAs mainly involve the MEDD, the National Forestry Administration, Regional Forestry Administration, local Community Associations (COBAs), and NGOs. Co-management arrangements with communities or COBAs have been found to be most effective when the area under management has resources of value to the community, however, co-managers are lacking protected area management, anti-poaching, as well as wildlife monitoring skills that are critical for NPAs. Additionally, they have no equipment and infrastructure to implement NPA management and protection functions effectively. All of that is especially true for 3 NPAs - Angavo, Sud-Ouest Ifotaky, and Behara-Tranomaro – located in the project area. Currently the target NPAs do not have delegated promoters/managers or required plans/documents in place and are non-functional “paper parks”.

20. **Barrier 3. Limited alternatives to unsustainable agricultural and natural resource consumption practices by local communities.** As was mentioned above, local communities residing in the project greatly rely on natural resources to meet their daily needs. To survive local people in the target NPAs are involved in unsustainable bushmeat hunting and trade (e.g., for tortoises), ineffective slash and burn agriculture, artisanal mining, and devastating logging and burning of

³⁴ Gardner et al. 2013. Protected areas for conservation and poverty alleviation: experiences from Madagascar. *Journal of Applied Ecology*. Volume 50, Issue 6.

³⁵ *Communautés de Base*

³⁶ TGRNs (Transfer de Gestion des Ressources Naturelles) are specific, non-transferable contracts between the State and the community associations.

³⁷ Virah-Sawmy et al., 2014. The Durban Vision in practice: experiences in participatory governance of Madagascar's new protected areas. In book: *Conservation and Environmental Management in Madagascar* (pp.216-252). Publisher: Routledge, London. Editors: Ivan R. Scales

³⁸ COVID-19 will hurt Madagascar's conservation funding: Q&A with Minister Vahinala Raharinirina <https://news.mongabay.com/2020/04/covid-19-will-hurt-madagascars-conservation-funding-qa-with-minister-vahinala-raharinirina/>

forests for short-term needs, including charcoal production. Low technical know-how of local communities and lack of extension services to promote sustainable forestry, wildlife use, and farming practices lock local families in the cycle of unsustainable traditional practices that often fall short of providing even food security and a minimal income. The pressure on the environment and further decreasing food security in the project area may be exacerbated by the economic impact of the COVID-19 pandemic and outflow of human population from cities to rural areas³⁹. Efforts to enhance livelihoods by promoting community-centered initiatives that support effective co-management of wildlife and their habitats, restoration and rehabilitation of degraded forest landscapes, reduction of wildlife crime, and sustainable local income generation are essential. The possibilities for community livelihood options in the target region have been the subject of some research, including ethnobotanical studies on the value of medicinal plants in the Agnalazaha Forest⁴⁰, however, recommendations of the research have not been implemented yet.

21. **Barrier 4. Inadequate lesson learning and sharing of knowledge on the best practices to address IWT, deforestation, and unsustainable livelihood.** Much of the knowledge that has emerged from previous conservation and sustainable development programs and projects is contained in reports that form ‘grey’ literature, which is not centrally archived or accessible. This limits its application to other sites or use by other partners. Some information that is retained in central repositories is not shared with decentralised regional authorities, who remain unaware of new approaches, technologies or tools that could be adapted to their particularly situation. In addition, the lack of awareness on devastating effect of poaching, IWT, and deforestation on Madagascar’s environment, economy, and communities and insufficient involvement of key stakeholders (local governments, NGOs and private sector) in wildlife and forest conservation is widespread in the country. Improved awareness and sharing of information among stakeholders and partners, including approaches that draw on local tradition and cultural practices, would enhance a sense of custodianship of natural resources – this is key to a holistic and socially inclusive approach to mitigating IWT and reducing unsustainable land use practices in Madagascar. Effective Knowledge Management and lessons sharing on conservation and NRM is especially important in the time of COVID-19 pandemic projected to decrease conservation funding and change conservation strategies.

³⁹ Ibid.

⁴⁰ Razafindraibe et al. 2013. Medicinal plants used by women from Agnalazaha littoral forest (Southeastern Madagascar). *Journal of Ethnobiology and Ethnomedicine* 9(1):73

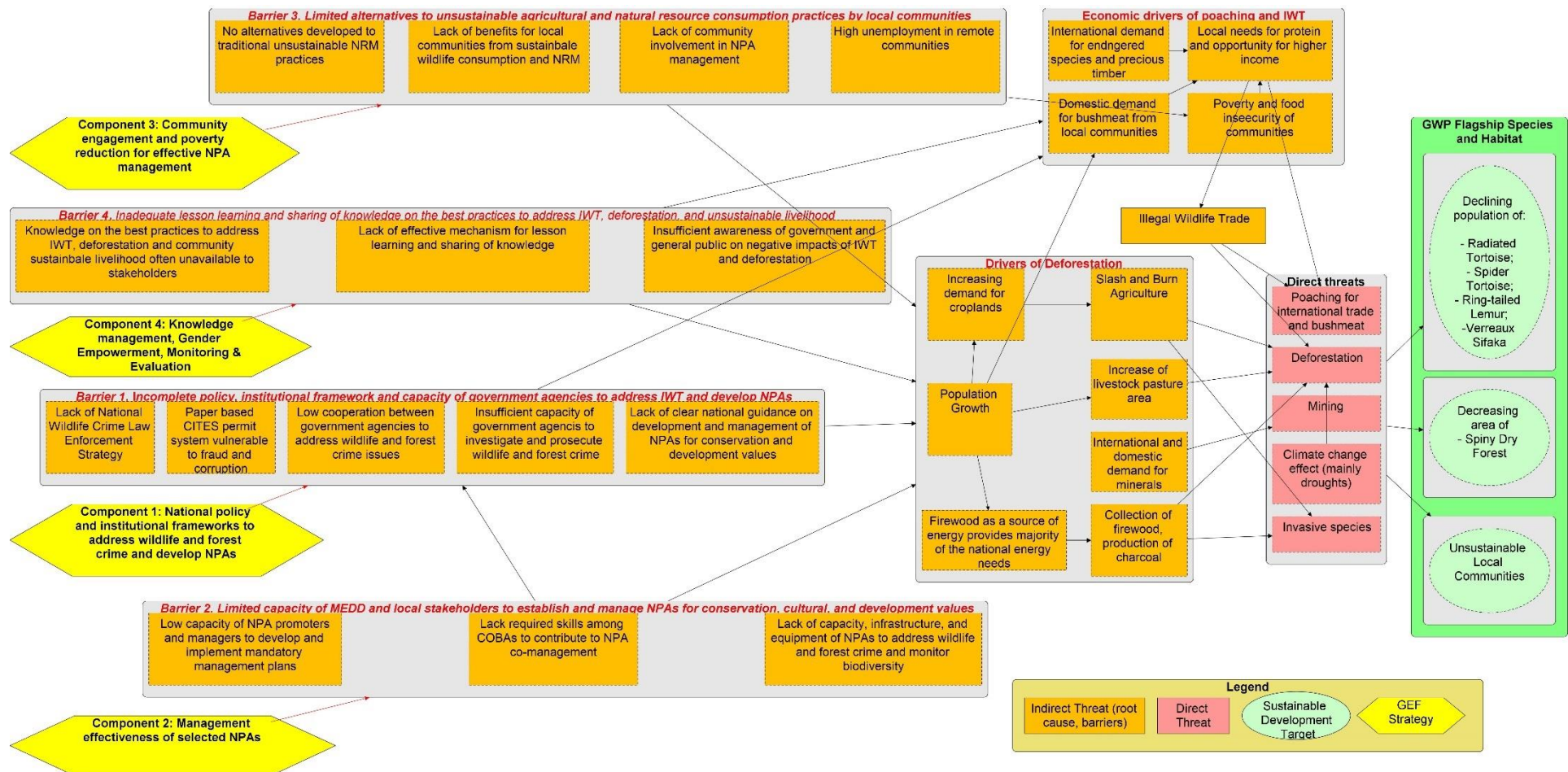


Figure 3. Direct threats to Madagascar and project area wildlife, habitat and communities; root causes leading to the threats; barriers for sustainable solution; and suggested UNEP/GEF strategies to address the challenges.

2.4. Institutional, sectoral and policy context

Government perspective

22. Addressing challenges described above is complex and requires inputs from multiple sectors. For Madagascar to realize the ambition stated in the country's Constitution that natural resources should be used for development, urgent intervention is needed in cooperation with many partners. The Government's development priorities are articulated in the national development plan *Émergence 2030* that is built on the national development plan for 2015–2019 with the aim of achieving the Sustainable Development Goals through strategies that deliver inclusive economic growth and build human, economic and environmental capital for sustainable development⁴¹. There is active collaboration between the Government of Madagascar and international development organizations in Madagascar (including agencies such as UNEP, UNDP, EU, GIZ, USAID, World Bank and others) with regard to management of PAs and addressing drivers of IWT, most particularly for CITES-listed species.⁴² One area of focus has been on addressing the 'rosewood crisis', which is a priority agenda item for CITES Committees. In addition, the scale of global trade in tortoises and freshwater turtles has led to a CITES Resolution (Resolution Conf. 11.9 (Rev. CoP18) on Conservation of and Trade in Tortoises and Freshwater Turtles). Madagascar is a member of the CITES Tortoises and Freshwater Turtles Task Force, and, as such, it exchanges information with other members and discusses enforcement and implementation issues related to illegal trade in tortoises and freshwater turtles. Madagascar has also reported on its implementation of Resolution Conf. 11.9 (Rev. CoP18) to the CITES Standing Committee.⁴³
23. With support of UNODC and other ICCWC members, Madagascar has completed the ICCWC Wildlife and Forest Crime Analytic Toolkit. ICCWC and its partners are undertaking a number of additional initiatives and Madagascar is considered an ICCWC priority target country. Key recommendations that emerged from the assessment phase are to: (i) Complete the revisions to the Forestry Code (*COAP*) with focus on the penalties and criminalization of wildlife offences through harmonization with other legislation and removing any contradictory clauses; (ii) Incorporate into the Penal Code the different laws concerning corruption, money laundering and transnational organized crime; (iii) Establish a National Wildlife Crime Data Bank (including information on seizures, arrests) in liaison with Interpol; (iv) Introduce training modules for law enforcement agencies on management and investigative use of wildlife crime intelligence; (v) Strengthen the role and ability of Forestry Administration regarding sustainable management of forests; (vi) Give associations and organizations the option to file civil action and support the legal processing of wildlife crime cases; and (vii) set up a Wildlife Crime Control Bureau to act as the focal point for donor assistance, amongst other functions.
24. A partnership is currently under negotiation between UNODC and MEDD to implement prioritized activities linked to these recommendations, with immediate focus on refining the ICCWC Indicator Framework, training for the judiciary, and production of communication materials. UNODC has engaged with national counterparts to explore the possibility of implementing the ICCWC Indicator Framework; this is scheduled to take place during the first

⁴¹ WFP: Madagascar Country Strategic Plan (2019 - 2024) <https://www.wfp.org/operations/mg02-madagascar-country-strategic-plan-2019-2024>

⁴² For example, the EU is providing assistance with the Rosewood Action Plan, together with the World Bank and USAID (who also provided inputs to Madagascar's uplisting of rosewoods to Appendix II) as well as the GIZ, assisting with critically-needed revision of text in the Forestry Code.

⁴³ The report will be published as a working document for the 73rd meeting of the CITES Standing Committee (see <https://cites.org/eng/com/sc/index.php>)

half of 2021 and will include development of a rapid reference guide, and carrying out a port assessment through the Container Control Programme. The ICCWC Madagascar Roadmap notes that: “ICCWC plans to implement recommendations of the Toolkit report including (i) development of a Points to Prove/Rapid Reference Guide for Madagascar (including the Forestry Code, the Penal Code and the Fisheries Code); (ii) Implementation of the ICCWC Indicator Framework to serve as a baseline and be repeated in 2 years’ time; (iii) port assessment for a potential Container Control Programme’s Port Control Unit; (iv) sensitization and awareness raising workshops on wildlife offences for judges and prosecutors.”

25. The CITES Secretariat’s legal team is assisting Madagascar with the implementation of a suite of CITES CoP18 Decisions that are directed to Madagascar (Decisions 18.94-18.99).⁴⁴ Compliance issues have existed for several CITES-listed species, mainly timber related (*Dalbergia* and *Diospyros* species) and relating to management and enforcement. The CITES Standing Committee has created an advisory group to guide the process in Madagascar.
26. Conservation and IWT combat activities in Madagascar greatly depend on international funding that may decrease due to COVID-19 economic impact. Thus, and adjustment and prioritization of conservation policies and activities will likely be needed to effectively cope with the pandemic negative impact⁴⁵.
27. The country has established a large number and diversity of Protected Areas (PAs), and the PA estate has more than tripled since 2003, although management efforts have not kept pace to ensure effective management for either conservation or livelihood benefits.⁴⁶ The situation is made more difficult as Madagascar is a Least Developed Country (LDC)⁴⁷ - ranked amongst the **poorest nations** on the planet - and experiences periods of political instability⁴⁸. This situation is exacerbated by the COVID-19 pandemics: the adverse economic, social, and fiscal impact of the COVID-19 crisis is very substantial in 2020. Global trade and travel disruptions as well as domestic containment measures are expected to result in a sharp deceleration in economic activity in 2020, with gross domestic product (GDP) growth predicted to slow to 1.2%, compared to an estimated growth rate of 5.2% just prior to the outbreak⁴⁹.
28. The Protected Area (PA) system in Madagascar was set up in the 1990s and comprised areas corresponding primarily with IUCN Categories I, II and IV, with a strong focus on strict conservation in humid forest ecosystems. In the early 2000s, efforts were made to balance ecosystem representation in the PA network and to include a more flexible set of governance categories that allow for co-management and sustainable use, for poverty reduction and sustainable development. Prior to the expansion of the PA network, all protected areas were governed by the State through Madagascar National Parks (MNP), formerly ANGAP, and through delegated management by NGOs. Protected area management focused on conservation and research, with strict restrictions on access and resource use.

⁴⁴ All CITES Decisions can be found at <https://cites.org/eng/dec/index.php>

⁴⁵ COVID-19 will hurt Madagascar’s conservation funding: Q&A with Minister Vahinala Raharinirina <https://news.mongabay.com/2020/04/covid-19-will-hurt-madagascars-conservation-funding-qa-with-minister-vahinala-raharinirina/>

⁴⁶ There has not been the necessary addition of personnel to keep pace with the rapid PA expansion, resulting in a lack of human resources to address conservation, development and law enforcement requirements. Where biodiversity surveys have been carried out, these have been undertaken by partner NGOs and scientific institutions, with little to no transfer of knowledge or capacity to manage biodiversity databases and guarantee analysis of data for sound decision-making.

⁴⁷ UN list of Least Developed Countries <https://unctad.org/en/Pages/ALDC/Least%20Developed%20Countries/UN-list-of-Least-Developed-Countries.aspx>

⁴⁸ The World Bank: Madagascar <https://www.worldbank.org/en/country/madagascar/overview>

⁴⁹ Ibid

29. Madagascar committed to expanding its PA landscape at the 2003 IUCN World Conservation Congress (WCC) held in Durban, and again at the 2014 IUCN WCC held in Sydney. These commitments have resulted in a quadrupling of the PA landscape from 1.7 to 7.1 million hectares. This expansion has been due in part to the designation of New Protected Areas (NPAs). With this, Madagascar's objectives for its PA system changed and the NPAs include conservation of Madagascar's cultural heritage and the sustainable use of natural resources for conservation and development. The expanded Protected Area System (*Système des Aires Protégées de Madagascar*, SAPM) came under a new Directorate (*Direction du Système des Aires Protégées*, DSAP), guided by the revised national COAP Law that now includes all NPA categories and governance regimes. The Protected Area System (SAPM) has since evolved into a Commission for the Protected Area System and provides recommendations and various guidance documents and procedural manuals to create PAs and priority areas for conservation in Madagascar. All PAs not managed by the State must have a legally-recognized 'promoter', typically an NGO – such as WWF, WCS, MBG (international NGOs present in Madagascar), Asity, Fanamby, and Madagasikara Voakajy (Malagasy NGOs) and are generally managed through shared governance arrangements incorporating regional authorities and local communities. Promoters must be named as delegated managers of NPAs and are accountable to the State.
30. The majority of the NPAs are managed by the Ministry of Environment and Sustainable Development (MEDD) with additional delegated management options involving NGOs, local community associations (COBAs), and the private sector. Delegated management options may include "co-management" by local communities, in which co-managers tend to have a 'supervisory' or monitoring role without any direct management authority. The objective of an NPA is to conserve biodiversity and simultaneously assist with poverty alleviation and rural development through permissible sustainable use of natural resources. Uses include livestock grazing, charcoal production, fuelwood collection, harvest of wood and collection of non-timber products. Given the relatively new and complex nature of the NPAs, shared governance regimes have not been fully developed and/or applied across the NPA landscape and a number of NPAs are without any delegated co-governance or management agreements in place.
31. NPAs benefit from support from the Madagascar Biodiversity Fund (Fondation pour les Aires Protégées et la Biodiversité de Madagascar, or FAPBM). FAPBM was created through an initiative of the Malagasy government, with initial support from Conservation International and WWF. It currently funds more than 40 protected areas with a capital of \$75 million. This support reinforces the funding, mostly international, that their promoters had access to during their implementation and temporary protection between 2006 and 2015. NPA promoters are NGOs that are currently delegated as managers of particular NPAs. The capital of FAPBM is placed on the financial market, from which income is generated, and potential market recession as a result of COVID-19 pandemic may have negative effect on the NPA funding and sustainability⁵⁰.

Local Community Perspective

32. Madagascar is a country facing high levels of extreme poverty. More than 70 percent of the country survives on less than US\$1.9 per day,⁵¹ education levels in the rural population are low

⁵⁰COVID-19 will hurt Madagascar's conservation funding: Q&A with Minister Vahinala Raharinirina <https://news.mongabay.com/2020/04/covid-19-will-hurt-madagascars-conservation-funding-qa-with-minister-vahinala-raharinirina/>

⁵¹ <https://www.worldbank.org/en/country/madagascar/overview>

(literacy rate in the southern Regions is approximately 37%, half of the national average rate of 75%), and population growth rates are high (2.5%). The vast majority of Malagasy people are rural and vulnerable to environmental shocks. Natural ecosystems are well known to contribute to resilience to climate change and provide other benefits to livelihoods⁵². Massive deforestation, soil erosion, and unsustainable and illegal wildlife hunting and trade deplete local communities out of resources they need to survive and develop, especially in periods of extreme events like droughts. Some studies indicate that deforestation in Madagascar is negatively correlated with wealth and areas of greater inequality in income distribution⁵³. Non-costed ecosystem services provided by forests including water supply, timber and nontimber forest products are arguably more important to poor households⁵⁴.

33. The sub-arid southern areas represent the poorest regions in Madagascar, where during lean periods, people often rely on the forest and wildlife to meet their daily needs. The project target sites are home to subsistence farmers and livestock breeders who are amongst the poorest of Madagascar's society. Living in harsh environments where rainfall is erratic and low, communities are regularly confronted with drought, famine and extreme hardship. Locust invasions affect the area regularly, and climate change is anticipated to have a marked impact through reduced rainfall and higher-than-normal temperatures. Forest resources are relied upon to supplement subsistence and commercial needs, including as pasture and safekeeping for cattle (*Bos primigenius indicus*) and goats. Cattle are of prime importance to the Tandroy peoples and confer social status and the means to pay for rites of passage and cultural events, including weddings, funerals and healing ceremonies⁵⁵.
34. Madagascar women are major providers and players in the economic and development dynamics on the island as well as in the project area. Taking care of the family home and children, as well as participating in agricultural practices, women often remain the only economic support for their families, especially during the regular lean periods. Men often abandon their homes in periods of difficulty and re-marry (polygamy is common) with the result that many women have to raise children as single parents. Thus, deforestation and associated soil erosion, coupled with climate change impact is likely to have an especially negative impact on women and children.

Relevance of the Direct Threats to the Sustainable Development Goals (SDGs)

35. Madagascar is among the more than 150 countries that at the United Nations Sustainable Development Summit on 25 September 2015, adopted the new 2030 Agenda for Sustainable Development, including the Sustainable Development Goals (SDGs)⁵⁶. However, the development challenges described above (poaching, IWT, deforestation, and climate change) are significant threats towards the attainment of the country's SDGs such as **Goal 1** No Poverty and **Goal 2** Zero Hunger (impeded by continuous degradation of natural resources, deforestation and climate change, and opportunities for their sustainable use by local communities); **Goal 5** Gender Equality, **Goal 8** Decent Work and Economic Growth, and **Goal 10** Reduced Inequalities (affected by decreasing opportunities for women and youth for employment in

⁵² Johns et al. 2019. Last chance for Madagascar's biodiversity. April 2019. Nature Sustainability. DOI: 10.1038/s41893-019-0288-0

⁵³ Gorenflo et al. 2007. Exploring the Association Between People and Deforestation in Madagascar', in R. Cincotta, L. Gorenflo, and D. Macgeean (eds). Human Population: The Demography and Geography of Homosapiens and their Implications for Biodiversity, Springer, Berlin.

⁵⁴ World Bank 2013. Madagascar Country Environmental Analysis

⁵⁵ Gardner et al., 2008. Integrating traditional values and management regimes into Madagascar's expanded protected area system: the case of Ankodida. In book: Protected Landscapes and Cultural and Spiritual Values (pp.92-103). Publisher: IUCN, GTZ and Obra Social de Caixa Catalunya. Kasperek Verlag, Heidelberg, Editors: Josep-Maria Mallarach

⁵⁶ UNDP in Madagascar <https://www.mg.undp.org/content/madagascar/fr/home/sustainable-development-goals.html>

wildlife tourism sector and sustainable wildlife and forest management as a result of wildlife and forest degradation); **Goal 13** Climate Action and **Goal 15** Life on Land (via declining iconic wildlife species and degradation of the entire biodiversity and ecosystems affecting adaptation potential of natural complexes and ecosystem services) as well as **Goal 16** Peace, Justice and Strong Institutions (impacted by lack of effective governance and NRM planning as well as by widespread poaching and IWT).

2.5. Stakeholder mapping and analysis

36. This project was developed using a transparent, open, and fully participatory approach with the involvement of all groups of relevant stakeholders (government organizations, multilateral and bilateral agencies, NGOs, local communities, and the private sector) at national and project area levels. More than 50 individual and focus group consultations (including remote on-line meetings) were conducted in Antananarivo, and at local level in Anosy and Androy Regions. Due to travel restrictions to stop spread of COVID-19, the PPG team could not organize intensive consultations across the project areas⁵⁷. Special consultations and meetings were conducted with MEDD, DREDD⁵⁸, UNDP, UNODC, UNCTAD⁵⁹, UNEP, CITES Secretariat, USAID, local COBAs, TRAFFIC, WCS, SEED⁶⁰ Madagascar, MIARO Association, SAGE Association, BioCulture Group, local small business entities, and other organizations. E-mail communication and Skype calls took a significant part of the consultative process with national and international stakeholders due to the COVID-19 pandemic and relevant travel restrictions. The key objectives of consultative process were the following:

- Inform all group of stakeholders on the project preparation and allow them to participate in the project development and share their concerns about the project proposed implementation;
- Evaluate current level of key threats for wildlife, key ecosystems, and communities at the national level and in the project area and identify obvious barriers on the way of to remove or mitigate the threats;
- Collect information on baseline programmes and projects related to the project objective;
- Understand local, cultural and political context in the country and the project area;
- Assess current capacity of government agencies and local communities to combat wildlife crime and manage natural resources sustainably;
- Develop relevant project Outputs based on key national and project area needs and make sure they are complementary to other ongoing and planned projects;
- Conduct Safeguard Risk Identification and rate key social and environmental risks the project may produce directly or indirectly;
- Identify key risks for the project implementation and sustainability of the key results, and develop appropriate risk management measures;
- Clearly define the project area for interventions and collect information on Outcome and Impact Indicators; and
- Identify potential project partners and clarify stakeholder roles in the project implementation.

37. A total of 200 stakeholders were consulted (25% females and 75% males). Based on our observations during the stakeholder engagement exercise, we noted the need to deliberately

⁵⁷ A total about 100 local people were consulted in the project area. Their expectations from the project were integrated in the Outputs 2.1-2.3 and 3.1-3.2. Additional consultations will take place at the project inception phase during ESIA and development of ESMP to make sure the project fully address local community needs and prevent unintended social and environmental impacts.

⁵⁸ Inter-Regional Direction for Environment and Sustainable Development [Direction inter-Régional de l'Environnement et Développement Durable]

⁵⁹ United Nations Conference on Trade and Development

⁶⁰ Sustainable Environment, Education and Development

focus on women as key stakeholders in order to amplify their voices, especially in the project area (see section 3.11 Environmental and social safeguards of the ProDoc and Appendix 19. Gender Mainstreaming Analysis and Plan). As a result of the Stakeholder Analysis, the following groups of project stakeholders were identified for the project implementation (see Table 1):

Table 1. Key project stakeholders and their roles in the project implementation

Stakeholders	Role in Project	Key Engagement Strategies
Government: Ministries and Inter-Ministerial Bodies		
Ministry of Environment and Sustainable Development (MEDD)	<ul style="list-style-type: none"> • Executing Agency and the Project Steering Committee Chair; • Direct participation in the delivery and beneficiary of Outputs 1.1-1.3 and 2.1-2.3; supervision of Outputs delivery for Outcome 3 and 4; • Coordination of the project activities with activities of other government agencies • Project co-financing 	<ul style="list-style-type: none"> • Direct involvement in the PPG; • Inception Workshop; • Project Steering Committee meetings; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Ministry of Interior and Decentralisation	<ul style="list-style-type: none"> • Direct participation in the delivery of Outputs 2.1-2.3 and 3.1-3.2; • Project co-financing 	<ul style="list-style-type: none"> • Direct involvement in the PPG; • Inception Workshop; • Project Steering Committee meetings; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Inter-ministerial Committee on Environment (ICE)	<ul style="list-style-type: none"> • Coordination of the project activities with activities of other government agencies, donors, and NGOs • Potential participation in the Project Steering Committee • Comprises the Secretary Generals of the following Ministries: MEDD, Agriculture, Water, Livestock, Finance & Customs, Industry, Land Management, Public Utilities, Fisheries, Decentralisation, Scientific Research, Tourism, Energy, Economy, Tertiary Education, National Defence, Public Security, and Transport 	<ul style="list-style-type: none"> • Inception Workshop; • Project Steering Committee meetings; • Working meetings with the PMU; • M&E activities;
Ministry of Justice	<ul style="list-style-type: none"> • Direct participation in the delivery and beneficiary of Outputs 1.1, 1.3, and 4.3 	<ul style="list-style-type: none"> • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Government: MEDD Departments and Regional Agencies		
Inter-Regional Department of the Environment and Sustainable Development Atsimo-Atsinanana / Anosy / Androy Region	<ul style="list-style-type: none"> • Focal point to support project implementation in the project area; • Assistance to the PMU and partners to deliver Outputs 2.1-2.3 and 3.1-3.2; • Participation in delivery of Outputs 4.1-4.4 	<ul style="list-style-type: none"> • Direct involvement in the PPG; • Inception Workshop; • Project Steering Committee meetings; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events

Directorate of Natural Resources and Ecosystems Management (DGRNE)	<ul style="list-style-type: none"> • Direct participation in the delivery and beneficiary of Outputs 1.1-1.3 and 2.1-2.3; assistance to delivery of Outputs for Outcome 3 and 4; • Participation in delivery of Outputs 4.1-4.4 	<ul style="list-style-type: none"> • Direct involvement in the PPG; • Inception Workshop; • Project Steering Committee meetings; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Department Environmental and Forest Crimes (DMECF)	<ul style="list-style-type: none"> • Direct participation in the delivery and beneficiary of Outputs 1.1-1.3 and 2.1-2.3; • Participation in delivery of Outputs 4.1-4.4 	<ul style="list-style-type: none"> • Inception Workshop; • Project Steering Committee meetings; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Regional Constituency for the Environment and Sustainable Development (CIRED) - Divisional Service at District Level	<ul style="list-style-type: none"> • Direct participation in the delivery and beneficiary of Outputs 1.3 and 2.1-2.3; • Assistance to the PMU in delivery of Outputs 4.1-4.4 	<ul style="list-style-type: none"> • Inception Workshop; • Project Steering Committee meetings; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
National Gendarmerie Group - Ambvombe District	<ul style="list-style-type: none"> • Direct participation in the delivery and beneficiary of Outputs 1.3 and 2.2; 	<ul style="list-style-type: none"> • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Judiciary Police Officers	<ul style="list-style-type: none"> • Direct participation in the delivery and beneficiary of Outputs 1.3 and 2.2; 	<ul style="list-style-type: none"> • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Regional Public Safety Department of Anosy Region	<ul style="list-style-type: none"> • Participation in the delivery and beneficiary of Outputs 1.3 and 2.2 	<ul style="list-style-type: none"> • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Local Authorities		
Municipalities	<ul style="list-style-type: none"> • Assistance to the project to deliver Outputs 2.1-2.3 and 3.1-3.2; • Assistance to the PMU in delivery of Outputs 4.1-4.4 	<ul style="list-style-type: none"> • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Olobe - Traditional Authority	<ul style="list-style-type: none"> • Assistance to the project to deliver Outputs 2.1-2.3 and 3.1-3.2; • Assistance to the PMU in delivery of Outputs 4.1-4.4 	<ul style="list-style-type: none"> • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Community Association (COBA) Unions	<ul style="list-style-type: none"> • Direct participation in the project activities and beneficiaries of the Outputs 2.1-2.3 and 3.1-3.2 	<ul style="list-style-type: none"> • Inception Workshop; • Working meetings with the PMU; • M&E activities;

		<ul style="list-style-type: none"> • Direct participation in the project activities and events
Local Communities		
Rural Communes and Community Associations (COBAs): 38 villages located in 3 target NPAs	<ul style="list-style-type: none"> • Direct participation in the project activities and beneficiaries of the Outputs 2.1-2.3 and 3.1-3.2; • Direct participation in the M&E activities 	<ul style="list-style-type: none"> • Inception Workshop; • Project Steering Committee meetings; • Working meetings with the PMU; • M&E activities; • GRM activities; • Direct participation in the project activities and events
Local women's thematic groups	<ul style="list-style-type: none"> • Direct participation in the project activities and beneficiaries of the Outputs 2.1-2.3 and 3.1-3.2; • Direct participation in the M&E activities, especially delivery of the Output 4.1 	<ul style="list-style-type: none"> • Inception Workshop; • Working meetings with the PMU; • M&E activities; • GRM activities; • Direct participation in the project activities and events
International and Inter-Governmental Organizations		
UNDP	<p>Implementation of a number of national projects in Madagascar South in the field of sustainable development and justice that are complementary to the UNEP/GEF Project.</p> <ul style="list-style-type: none"> • Collaboration with the project to deliver Outputs 1.3, 3.1-3.2; • Participation in the M&E activities and knowledge exchange 	<ul style="list-style-type: none"> • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events; • Project co-financing
UNODC	<p>Implement initiatives to conduct ICCWC IF assessment, establish Joint Port and Airport Control Units, and build capacity of judges and prosecutors on wildlife crime in Madagascar.</p> <ul style="list-style-type: none"> • Coordination and consultation with UNODC during the PPG; • Collaboration to achieve Outcome 1 (Outputs 1.1 and 1.3); • Regular coordination exchange during the project implementation to avoid duplications and achieve synergies between the projects; • Participation in the M&E activities and knowledge exchange 	<ul style="list-style-type: none"> • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
USAID	<p>Implement multiple project to combat wildlife crime and deforestation in Madagascar.</p> <ul style="list-style-type: none"> • Coordination and consultation with USAID during the PPG; • Collaboration to achieve Outcome 1; • Regular coordination exchange during the project implementation to avoid duplications and achieve synergies between the projects; • Participation in the M&E activities and knowledge exchange 	<ul style="list-style-type: none"> • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
CITES	<p>Development of a roadmap for introduction of eCITES solution to Madagascar (in cooperation with TRAFFIC and UNCTAD) and assistance to the Government in implementation of a suite of CITES CoP18 Decisions directed to Madagascar (18.94-18.99).</p> <ul style="list-style-type: none"> • Coordination and consultation with CITES; • Collaboration to achieve Outcome 1 (Outputs 1.2 and 1.2); • Regular coordination exchange during the project implementation to avoid duplications and achieve synergies between the projects; 	<ul style="list-style-type: none"> • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events; • Project co-financing

Agence Française de Développement (AFD)	<p>Sustainable livelihood and Sustainable Forest Management projects in Madagascar, including the Deep South.</p> <ul style="list-style-type: none"> • Collaboration to exchange experience and lessons learned in the framework of Outcome 3; • Coordination to achieve synergies and stronger impact in the project area 	<ul style="list-style-type: none"> • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events;
World Bank	<p>Projects to improve rural land tenure security and access to markets and financing for targeted farming households in selected agricultural value chains.</p> <ul style="list-style-type: none"> • Collaboration with the project to exchange experience and lessons learned in the framework of the Outcome 3; • Coordination to achieve synergies and stronger impact in the project area 	<ul style="list-style-type: none"> • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events;
UNCTAD	<p>Development, introduction and support of ASYCUDA and eCITES permitting system in CITES countries.</p> <ul style="list-style-type: none"> • Collaboration with UNCTAD to introduce eCITES and develop IWT database in Madagascar (Output 1.2) 	<ul style="list-style-type: none"> • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events;
NGOs and Research Organizations		
TRAFFIC	<p>Development a roadmap for introduction of eCITES system in Madagascar, capacity building for investigators and prosecutors on wildlife crime, monitoring of wildlife trade in the country.</p> <ul style="list-style-type: none"> • Consultations with the project staff during PPG to ensure complementarity of the projects' outputs; • Collaboration with the TRAFFIC project to deliver Outputs 1.1-1.3; • Sharing of lessons learned between the projects; 	<ul style="list-style-type: none"> • PPG Consultations; • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Grace Farms Foundation (GFF)	<p>Fight of transnational crime on wildlife, forest, human and drug trafficking through advanced capacity building of national law enforcement agencies in intelligence, investigation, and prosecution in Africa, Asia, Caribbean, and USA.</p> <ul style="list-style-type: none"> • Consultations with the GFF staff during PPG to develop Output 1.3; • Collaboration with the GFF Justice Initiative to deliver Output 1.3. 	<ul style="list-style-type: none"> • PPG Consultations; • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events; • Project co-financing
Durrell Wildlife Conservation Trust	<p>Projects with local communities and LE agencies to decrease wildlife smuggling of Ploughshare Tortoise (<i>Astrochelys yniphora</i>) and the Radiated Tortoise (<i>Astrochelys radiata</i>) in Madagascar.</p> <ul style="list-style-type: none"> • Collaboration with the project to deliver Outputs 1.1, 1.3, and 2.2; • Sharing of lessons learned between the projects 	<ul style="list-style-type: none"> • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events;
AVG	<p>Works on establishment of wildlife and forest crime phone hotline for general public to report on criminal cases, collect information on the criminal cases and passing it to law enforcement agencies for investigation and prosecution</p> <ul style="list-style-type: none"> • Consultations with the project staff during PPG to ensure complementarity of the projects' outputs; • Collaboration with the AVG project to deliver Outputs 1.1 and 4.3; 	<ul style="list-style-type: none"> • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events;

	<ul style="list-style-type: none"> • Sharing of lessons learned between the projects. 	
MIARO Association	<p>Works in Anosy region on NPA co-management, capacity building for Community Forest Monitors to prevent and detect wildlife and forest crime, and reforestation activities involving local communities.</p> <ul style="list-style-type: none"> • Consultations with the MIARO staff during PPG to ensure complementarity of the projects' outputs; • Collaboration with the MIARO initiatives to deliver Outputs 2.1-2.3; • Sharing of lessons learned between the projects. 	<ul style="list-style-type: none"> • PPG Consultations; • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events;
SEED Madagascar	<p>Works in Anosy region to support flexibly and efficiently to the most critical needs of communities in the fields of community health, education, sustainable livelihoods, and environmental conservation.</p> <ul style="list-style-type: none"> • Consultations with the SEED Madagascar during PPG to develop Outputs 3.1-3.2; • Collaboration with the SEED Madagascar initiatives to deliver Outputs 3.1-3.2; • Sharing of lessons learned between the projects. 	<ul style="list-style-type: none"> • PPG Consultations; • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events;
WCS	<p>Works to establish local Wildlife Crime Units, monitor illegal logging activities in selected PAs, and introduce SMART in Madagascar PAs.</p> <ul style="list-style-type: none"> • Consultations with the WCS during PPG to develop Output 2.2. (SMART trainings and equipment); • Collaboration with the WCS initiatives to deliver Outputs 1.1 and 2.2; • Sharing of lessons learned between the projects. 	<ul style="list-style-type: none"> • PPG Consultations; • Inception Workshop; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events;
Turtle Survival Alliance	<p>Rehabilitation of seized Radiated Tortoises and community engagement to protect the tortoises.</p> <ul style="list-style-type: none"> • Collaboration with the TSA initiative to deliver Outputs 2.1 and 3.2; • Sharing of lessons learned between the projects. 	<ul style="list-style-type: none"> • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events;
BioCulture	<ul style="list-style-type: none"> • Potential participation in delivery of Output 2.2.: wildlife survey training and implementation in the target NPAs 	<ul style="list-style-type: none"> • PPG Consultations; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Vahatra Association	<ul style="list-style-type: none"> • Potential participation in delivery of Output 2.2.: wildlife survey training and implementation in the target NPAs 	<ul style="list-style-type: none"> • PPG Consultations; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Antananarivo University	<ul style="list-style-type: none"> • Potential participation in delivery of Output 2.2.: wildlife survey training and implementation in the target NPAs 	<ul style="list-style-type: none"> • PPG Consultations; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
Private Sector		
Tatsimo Food and Services (female-led enterprise)	<p>Buying prickly pear, raspberries, Brazilian cherries and Cayenne cherries from local communities; training of local communities on processing of berries and vegetables and quality control; access to local markets to trade community production</p>	<ul style="list-style-type: none"> • PPG Consultations; • Working meetings with the PMU; • M&E activities;

	<ul style="list-style-type: none"> • Consultations during PPG to develop Outputs 3.2-3.2; • Potential collaboration with the entity to deliver Outputs 3.2-3.2; 	<ul style="list-style-type: none"> • Direct participation in the project activities and events
Glaieul (female-led enterprise)	<p>Marketing of dried grains, spices (pink berry, chillies), honey, cassava and peanuts; distribution of seeds to local farmers; training and coaching for local farmers on agriculture</p> <ul style="list-style-type: none"> • Consultations during PPG to develop Outputs 3.2-3.2; • Potential collaboration with the entity to deliver Outputs 3.2-3.2; 	<ul style="list-style-type: none"> • PPG Consultations; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events
SOAKETSA (female-led enterprise)	<p>Supplying seeds, materials, watering cans, support systems and possesses processing and refrigeration units to farmers; fruit and vegetables processing.</p> <ul style="list-style-type: none"> • Consultations during PPG to develop Outputs 3.2-3.2; • Potential collaboration with the entity to deliver Outputs 3.2-3.2; 	<ul style="list-style-type: none"> • PPG Consultations; • Working meetings with the PMU; • M&E activities; • Direct participation in the project activities and events

2.6. Baseline analysis and gaps

38. As it was specifically discussed in the section 2.4 there are a number of ongoing and planned projects and programs in Madagascar that form a baseline for this GEF project. These programs and projects address issues similar to the GEF project, namely IWT Control, NPA Management, and Sustainable Livelihood of Local Communities, however, there are remaining thematic gaps that can be effectively covered by this GEF project in collaboration and coordination with ongoing initiatives (see Table 2).

Table 2. Baseline initiatives and remaining gaps

Baseline Initiatives	Objectives and Targets	Thematic Gaps
IWT Control		
USAID Madagascar Targeting Natural Resource Corruption (TNRC) Project, 2021-2025	<p>Objective: Strengthen capacity of government agencies to fight IWT and IWT-related corruption in Madagascar, including:</p> <ul style="list-style-type: none"> • Establishment of an inter-agency Wildlife Crime Unit; • Providing trainings to investigators and judiciary on prosecution of IWT; 	<ul style="list-style-type: none"> • None of the projects address development of a National Wildlife Crime Law Enforcement Strategy recommended by ICCWC Strategic Programme 2016-2020 (Activity 2.3); • TRAFFIC, CITES Secretariat, and UNCTAD are working on a roadmap for implementing an e-permit system for all CITES listed species in the country, however, have no funds for actual introduction of eCITES solution to Madagascar; • Inter-Agency Wildlife Crime Unit is going to be established by the USAID/TNRC and TRAFFIC/INL projects in 2021, however, the projects have no resources to provide the Unit with necessary
UNODC-WCO Container Control Program and Global Programme for Combating Wildlife and Forest Crime, on-going	<ul style="list-style-type: none"> • ICCWC IF assessment; • Establishment of Joint Airport and Port Control Units; • Rapid Reference Guide (including the Forestry Code, the Penal Code and the Fisheries Code); • Sensitization and awareness raising workshops on wildlife offences for judges and prosecutors 	
CITES Secretariat Advisory Group program in Madagascar, on-going	<ul style="list-style-type: none"> • Development of a roadmap for introduction of eCITES solution to Madagascar (in cooperation with TRAFFIC and UNCTAD); • Assistance to the Government in implementation of a suite of CITES CoP18 	

Baseline Initiatives	Objectives and Targets	Thematic Gaps
	Decisions directed to Madagascar (18.94-18.99).	equipment and fully operationalize it;
TRAFFIC/SIDA Project “Voices For Diversity (VfD): safeguarding ecosystems for nature and people”, 2020-2021	<ul style="list-style-type: none"> • Production of a report on Madagascar – Southeast Asia wildlife trade including trade volumes, trade routes and modus operandi of smugglers; • Monitoring and tracking of IWT cases in Antananarivo courts in 2009-2019; • Capacity gap assessment among law enforcement agencies in Madagascar to combat IWT; • Design of training modules for LE officers on wildlife regulations, including investigation techniques, collection and management of evidence, modus operandi of criminals’ dealing in wildlife products, and court case management techniques; • Development of a roadmap for implementing an e-permit system for all CITES listed species in collaboration with UNCTAD & CITES Secretariat 	<ul style="list-style-type: none"> • Basic wildlife crime investigation and prosecution trainings are going to be provided to the MEDD Ministry of Justice, and Wildlife Crime Unit by USAID/TNRC and TRAFFIC/INL projects, however, “game-changing” in-depth training/mentoring on investigation and prosecution of wildlife crime are needed after that; • Ongoing wildlife crime campaign activities do not include Toliary Province (proposed project area).
TRAFFIC/ Durrell Wildlife Conservation Trust /US Department of State Bureau of International Narcotics and Law Enforcement Affairs Project, 2020-2022	<ul style="list-style-type: none"> • Establishment of an inter-agency Wildlife Crime Unit; • Providing trainings to investigators and judiciary on prosecution of IWT; • Facilitating international collaboration of Madagascar wildlife crime law enforcement agencies with colleagues in other countries 	
UNDP RED (Strengthening the Rule of Law) Project	<ul style="list-style-type: none"> • Improving the penal chain by strengthening operational, technical, and material capacities of actors involved; • Supporting the revision of the legal framework in criminal matters with a view to its compliance with international standards, in particular through updating, translating, and dissemination of the Malagasy penal code; • Promoting access to legal information by the general public of national laws and international texts for the protection of human rights; • Improving access to improved judicial processes for local populations at target areas through support and subsidies to legal clinics 	
Durrell Wildlife Conservation Trust (DWCT) Project “Cracking Wildlife Smuggling in Madagascar”	<p>Objective: to decrease wildlife smuggling of Ploughshare Tortoise (<i>Astrochelys yniphora</i>) and the Radiated Tortoise (<i>Astrochelys radiata</i>) in Madagascar.</p> <ul style="list-style-type: none"> • Training of community-based patrollers and national law enforcers, with the aim to improve intelligence-led investigations such that smugglers trafficking these species internationally are identified, arrested and convicted. 	

Baseline Initiatives	Objectives and Targets	Thematic Gaps
AVG ⁶¹ /USAID Project to develop a wildlife and forest crime hotline, 2018-present	<ul style="list-style-type: none"> Establishment of wildlife and forest crime phone hotline for general public to report on criminal cases; Collection of information on the criminal cases and passing it to law enforcement agencies for investigation and prosecution 	
WCS Conservation Program in Madagascar, ongoing	<ul style="list-style-type: none"> Establishment of local Wildlife Crime Units; Monitoring of illegal logging activities in selected PAs; Development of SMART capacity for MEDD/DREDD and Madagascar PAs 	
Turtle Survival Alliance (TSA) Radiated Tortoise Program in the South Madagascar, ongoing	<ul style="list-style-type: none"> Rehabilitation of seized Radiated Tortoises; Community engagement to protect the tortoises 	
NPA Management		
UN Environment Programme (UNEP) Project GEF ID 5351 “Strengthening the new protected area network in Madagascar”, 2019-2024	<ul style="list-style-type: none"> Strengthening capacity within the MEDD to manage the NPA network, with a focus on 9 NPAs for mangrove conservation; Development of Funding Strategy for NPAs; Development of Management Plans for 9 target NPAs and capacity building for their implementation; Implementation of pilot projects on CBNRM, alternative sources of income and ecosystem restoration in the NPAs 	<ul style="list-style-type: none"> Development of National Strategic Guidelines for NPAs Management to address both conservation and development objectives in the IUCN Category V Protected Areas is not currently addressed by the UNEP Project GEF ID 5351; Operationalization and management of three NPAs with unique biodiversity - Behara-Tranomaro, Sud-Ouest Ifotaky, and Angavo located in the Mandrare Valley (Spiny Thicket Ecoregion) are not addressed by ongoing projects and the NPAs have no “promoters”; NPA co-management arrangements with local communities are still underdeveloped in Madagascar and need good demonstration models established and shared across the country.
MIARO Association/WWF program on NPA co-management and support, on-going	<ul style="list-style-type: none"> Co-management arrangements with MEDD for selected NPAs in Anosy region; Capacity building for Community Forest Monitors to prevent and detect wildlife and forest crime 	
Sustainable Livelihood of Local Communities		
SEED Madagascar sustainable development and conservation program across the Anosy region, ongoing	<ul style="list-style-type: none"> Support a range of organisations to respond flexibly and efficiently to the most critical needs of communities in the Anosy region; Enable a range of organisations to contribute to achievement of the government's objectives and targets in the fields of community health, education, sustainable livelihoods, and environmental conservation. 	<ul style="list-style-type: none"> No current projects address Community-Based Conservation, CBNRM and Sustainable Land Management in the Behara-Tranomaro - Sud-Ouest Ifotaky – Angavo NPA complex; There are very few projects in Madagascar on community-led sustainable development and conservation initiatives
Agence Française de Développement (AFD) Project “Protecting Madagascar’s Forests (Talaka)”, completed in	<ul style="list-style-type: none"> Reducing pressures on forest through conservation activities and promotion of sustainable alternatives to forest degradation to meet human needs; 	

⁶¹ Alliance Voahary Gasy

Baseline Initiatives	Objectives and Targets	Thematic Gaps
2017, and Land Tenure Security Project, 2015-2019	<ul style="list-style-type: none"> • establishment of Natural Resource Management Transfers (TGRN) in communities at project sites; • set up 46 tree nurseries; • assisted Madagascar with refining and implementing the National Land Tenure Program 	
Agence Française de Développement (AFD) Project “Talaky Be – Agricultural adaptation to climate change and enhancing resilience of rural communities in the south-east of Madagascar” (new phase of the Talaka project cited above), will start in 2021	<ul style="list-style-type: none"> • The project will be carried out in the Anosy Region and includes the following complementary activities: • promotion of new agricultural production; creation of new value chains and income-generating options; • creating plantations (nurseries) for firewood tree species; • restoration of forest areas; • territorial planning addressing land tenure issues. 	
World Bank (WB) Agriculture Rural Growth and Land Management project (\$52 million)	<p>Objective: to improve rural land tenure security and access to markets of targeted farming households in selected agricultural value chains.</p> <p>The WB project comprises 5 Components:</p> <ul style="list-style-type: none"> • Agribusiness Value Chain Development • Support to land Policy and Land Rights Registration • Support to Marketing Infrastructure Development and Maintenance • Project Coordination and Management • Contingency Emergency Response • The project’s target areas include Anosy and Androy in the south, with a focus on the meat export value chains (including the GEF-7 target landscape) 	
World Bank (WB) <i>Fiavota</i> Cash Transfer Program in the Deep South of Madagascar ⁶²	<p>The project serves several functions:</p> <ul style="list-style-type: none"> • as a cash transfer scheme to climate affected communities; • providing nutrition services and as a source of recovery funding; • training for rural women on sustainable livelihood 	
UNDP PDSPE (Private Sector and Employment Development Plan) Project	<p>Objective: to develop initiatives that contribute to improved income generation of vulnerable populations in the Androy region:</p> <ul style="list-style-type: none"> • boosting the local economy; • promotion of promising value chains and other income generating activities (such as castor oil and small livestock farming); • promotion of inclusive finance; • strengthening the environment and biodiversity landscape sustainable use 	
UNDP PADRC (Support Program for Decentralization and	<p>Objective: provide support to the main key agencies responsible for decentralization to address the challenges to effective decentralization</p>	

⁶² Project details can be found at <https://projects.worldbank.org/en/projects-operations/project-detail/P167881>

Baseline Initiatives	Objectives and Targets	Thematic Gaps
Community Resilience) Project		
Russia UNDP Trust Fund Project “Development of vital factors of production (water and energy) in the Deep South of Madagascar (Anosy, Androy and Atsimo Andrefana Regions)”	Objective: to reduce poverty by improving living conditions and reducing inequalities through: <ul style="list-style-type: none"> strengthening the local population's access to water and energy; sustainable agricultural production; establishment of processing zones in six targeted rural communities 	
GCF project “Strengthening water resilience in the South of Madagascar”	Objective: to enable the country to reduce its vulnerability to climate change by strengthening the integration of adaptation into development planning and mid-term planning and budgetary frameworks	

2.7. Linkages with other GEF and non-GEF interventions

39. Linkages and potential partnerships of this GEF project with other GEF and non-GEF interventions are described in details in the Table 3 below. The collaboration between this GEF project and other projects will include the following:

- Consultations and joint planning to achieve synergies and complementarities between the projects, and avoid duplications and double-funding of the same activities;
- Direct collaboration with other projects to achieve expected Outcomes of the GEF project;
- Co-financing of the project activities to achieve cost-efficiency from other project resources;
- Lessons learning and sharing between the project to develop effective conservation strategies;
- Participation of other projects in the monitoring and evaluation of the GEF project.

Table 3. Key project partnerships and linkages with other projects

Name of programme/project, years of implementation	Programme/project objectives and targets	How the UNEP/GEF project will collaborate with the programme/project?
Bilateral and Multilateral International Agencies and Inter-Government Organizations		
USAID Madagascar Targeting Natural Resource Corruption (TNRC) Project, 2021-2025	Objective: Strengthen capacity of government agencies to fight IWT and IWT-related corruption in Madagascar	<ul style="list-style-type: none"> • Coordination and consultation with USAID during the PPG; • Collaboration to achieve Outcome 1; • Regular coordination exchange during the project implementation to avoid duplications and achieve synergies between the projects
UNODC-WCO Container Control Program and Global Programme for Combating Wildlife and Forest Crime, on-going	<ul style="list-style-type: none"> • ICCWC IF assessment; • Establishment of Joint Airport and Port Control Units; • Rapid Reference Guide (including the Forestry Code, the Penal Code and the Fisheries Code); • Sensitization and awareness raising workshops on wildlife offences for judges and prosecutors 	<ul style="list-style-type: none"> • Coordination and consultation with UNODC during the PPG; • Collaboration to achieve Outcome 1 (Outputs 1.1 and 1.3); • Regular coordination exchange during the project implementation to avoid duplications and achieve synergies between the projects

Name of programme/project, years of implementation	Programme/project objectives and targets	How the UNEP/GEF project will collaborate with the programme/project?
CITES Secretariat Advisory Group program in Madagascar, on-going	<ul style="list-style-type: none"> • Development of a roadmap for introduction of eCITES solution to Madagascar (in cooperation with TRAFFIC and UNCTAD); • Assistance to the Government in implementation of a suite of CITES CoP18 Decisions directed to Madagascar (18.94-18.99). 	<ul style="list-style-type: none"> • Coordination and consultation with CITES during the PPG; • Collaboration to achieve Outcome 1 (Outputs 1.2 and 1.2); • Regular coordination exchange during the project implementation to avoid duplications and achieve synergies between the projects; • Project co-financing
Agence Française de Développement (AFD) Project “Protecting Madagascar’s Forests (Talaka)”, completed in 2017, and Land Tenure Security Project, 2015-2019	<ul style="list-style-type: none"> • Reducing pressures on forest through conservation activities and promotion of sustainable alternatives to forest degradation to meet human needs; • establishment of Natural Resource Management Transfers (TGRN) in communities at project sites; • set up 46 tree nurseries; • assisted Madagascar with refining and implementing the National Land Tenure Program 	<ul style="list-style-type: none"> • Collaboration with AFD to obtain lessons learned and recommendations from the projects that can be potentially applied to achieve Outcome 3 of the GEF project
Agence Française de Développement (AFD) Project “Talaky Be – Agricultural adaptation to climate change and enhancing resilience of rural communities in the south-east of Madagascar” (new phase of the Talaka project cited above), will start in 2021	<ul style="list-style-type: none"> • The project will be carried out in the Anosy Region and includes the following complementary activities: • promotion of new agricultural production; creation of new value chains and income-generating options; • creating plantations (nurseries) for firewood tree species; • restoration of forest areas; • territorial planning addressing land tenure issues. 	<ul style="list-style-type: none"> • Collaboration with the project to exchange experience and lessons learned in framework of the Outcome 3; • Coordination to achieve synergies and stronger impact in the project area
World Bank (WB) Agriculture Rural Growth and Land Management project (\$52 million)	<p>Objective: to improve rural land tenure security and access to markets of targeted farming households in selected agricultural value chains.</p> <p>The WB project comprises 5 Components:</p> <ul style="list-style-type: none"> • Agribusiness Value Chain Development • Support to land Policy and Land Rights Registration • Support to Marketing Infrastructure Development and Maintenance • Project Coordination and Management • Contingency Emergency Response <ul style="list-style-type: none"> • The project’s target areas include Anosy and Androy in the south, with a focus on the meat export value chains 	<ul style="list-style-type: none"> • Collaboration with the project to exchange experience and lessons learned in framework of the Outcome 3; • Coordination to achieve synergies and stronger impact in the project area

Name of programme/project, years of implementation	Programme/project objectives and targets	How the UNEP/GEF project will collaborate with the programme/project?
	(including the GEF-7 target landscape)	
World Bank (WB) <i>Fiavota</i> Cash Transfer Program in the Deep South of Madagascar ⁶³	<p>The project serves several functions:</p> <ul style="list-style-type: none"> • as a cash transfer scheme to climate affected communities; • providing nutrition services and as a source of recovery funding; • training for rural women on sustainable livelihood 	<ul style="list-style-type: none"> • Collaboration with the project to exchange experience and lessons learned in framework of the Outcome 3; • Coordination to achieve synergies and stronger impact in the project area
UN Environment Programme (UNEP) Project GEF ID 5351 “Strengthening the new protected area network in Madagascar”, 2019-2024	<ul style="list-style-type: none"> • Strengthening capacity within the MEDD to manage the NPA network, but with a focus on 9 NPAs for mangrove conservation; • Development of Funding Strategy for NPAs; • Development of Management Plans for 9 target NPAs and capacity building for their implementation; • Implementation of pilot projects on CBNRM, alternative sources of income and ecosystem restoration in the NPAs 	<ul style="list-style-type: none"> • Collaboration and coordination with UNEP project to deliver Output 1.1 (National Strategic Guidelines for NPA Management) complimentary with the NPA Funding Strategy (produced by UNEP Project); • Exchange of experience and lessons learned between the projects to achieve Outcomes 2 and 3.
UNCTAD ASYCUDA eCITES BaseSolution project	<ul style="list-style-type: none"> • Development, introduction and support of eCITES permitting system in CITES countries 	<ul style="list-style-type: none"> • Collaboration with UNCTAD to introduce eCITES and develop IWT database in Madagascar (Output 1.2)
UNDP PDSPE (Private Sector and Employment Development Plan) Project	<p>Objective: to develop initiatives that contribute to improved income generation of vulnerable populations in the Androy region:</p> <ul style="list-style-type: none"> • boosting the local economy; • promotion of promising value chains and other income generating activities (such as castor oil and small livestock farming); • promotion of inclusive finance; • strengthening the environment and biodiversity landscape sustainable use 	<ul style="list-style-type: none"> • Collaboration and coordination with PDSPE project to achieve Outcome 3 • Project co-financing
UNDP PADRC (Support Program for Decentralization and Community Resilience) Project	<p>Objective: provide support to the main key agencies responsible for decentralization to address the challenges to effective decentralization</p>	<ul style="list-style-type: none"> • Potential collaboration and coordination with PADRC project to achieve Outcome 3 • Project co-financing
UNDP RED (Strengthening the Rule of Law) Project	<p>Objective: to consolidate and strengthen the rule of law in the country through integrated support to the justice sector and to accountability institutions and actors.</p>	<ul style="list-style-type: none"> • Collaboration and consultations with RED Project to deliver Output 1.3. • Project co-financing

⁶³ Project details can be found at <https://projects.worldbank.org/en/projects-operations/project-detail/P167881>

Name of programme/project, years of implementation	Programme/project objectives and targets	How the UNEP/GEF project will collaborate with the programme/project?
	<ul style="list-style-type: none"> • Improving the penal chain by strengthening operational, technical, and material capacities of actors involved; • Supporting the revision of the legal framework in criminal matters with a view to its compliance with international standards, in particular through updating, translating, and dissemination of the Malagasy penal code; • Promoting access to legal information by the general public of national laws and international texts for the protection of human rights; • Improving access to improved judicial processes for local populations at target areas through support and subsidies to legal clinics 	
Russia UNDP Trust Fund Project “Development of vital factors of production (water and energy) in the Deep South of Madagascar (Anosy, Androy and Atsimo Andrefana Regions)”	<p>Objective: to reduce poverty by improving living conditions and reducing inequalities through:</p> <ul style="list-style-type: none"> • strengthening the local population’s access to water and energy; • sustainable agricultural production; • establishment of processing zones in six targeted rural communities 	<ul style="list-style-type: none"> • Collaboration and consultations with the Russia UNDP Trust Project to deliver Output 3.2. • Project co-financing
GCF project “Strengthening water resilience in the South of Madagascar”	<p>Objective: to enable the country to reduce its vulnerability to climate change by strengthening the integration of adaptation into development planning and mid-term planning and budgetary frameworks</p>	<ul style="list-style-type: none"> • Potential collaboration with the GCF projects to achieve Outcome 3 • Project co-financing
Non-Government Organizations		
TRAFFIC/SIDA Project “Voices For Diversity (VfD): safeguarding ecosystems for nature and people“, 2020-2021	<ul style="list-style-type: none"> • Production of a report on Madagascar – Southeast Asia wildlife trade including trade volumes, trade routes and modus operandi of smugglers; • Monitoring and tracking of IWT cases in Antananarivo courts in 2009-2019; • Capacity gap assessment among law enforcement agencies in Madagascar to combat IWT; • Design of training modules for LE officers on wildlife regulations, including investigation techniques, collection and management of evidence, modus operandi of 	<ul style="list-style-type: none"> • Consultations with the project staff during PPG to ensure complementarity of the projects’ outputs; • Collaboration with the TRAFFIC project to deliver Outputs 1.1-1.3; • Sharing of lessons learned between the projects

Name of programme/project, years of implementation	Programme/project objectives and targets	How the UNEP/GEF project will collaborate with the programme/project?
	<p>criminals' dealing in wildlife products, and court case management techniques;</p> <ul style="list-style-type: none"> • Development of a roadmap for implementing an e-permit system for all CITES listed species in collaboration with UNCTAD & CITES Secretariat 	
TRAFFIC/ Durrell Wildlife Conservation Trust /US Department of State Bureau of International Narcotics and Law Enforcement Affairs Project, 2020-2022	<p>Objective: To reduce the ability of criminal groups to carry out and profit from poaching and trafficking of protected animals and their body parts originating from or transiting Africa.</p> <ul style="list-style-type: none"> • Establishment of an inter-agency Wildlife Crime Unit; • Providing trainings to investigators and judiciary on prosecution of IWT; • Facilitating international collaboration of Madagascar wildlife crime law enforcement agencies with colleagues in other countries 	<ul style="list-style-type: none"> • Consultations with the project staff during PPG to ensure complementarity of the projects' outputs; • Collaboration with the TRAFFIC project to deliver Outputs 1.1-1.3; • Sharing of lessons learned between the projects • Project co-financing
Grace Farms Foundation (GFF) Justice Initiative, ongoing	<ul style="list-style-type: none"> • Fight of transnational crime on wildlife, forest, human and drug trafficking through advanced capacity building of national law enforcement agencies in intelligence, investigation, and prosecution 	<ul style="list-style-type: none"> • Consultations with the GFF staff during PPG to develop Output 1.3; • Collaboration with the GFF Justice Initiative to deliver Output 1.3; • Project co-financing
Durrell Wildlife Conservation Trust (DWCT) Project "Cracking Wildlife Smuggling in Madagascar"	<p>Objective: to decrease wildlife smuggling of Ploughshare Tortoise (<i>Astrochelys yniphora</i>) and the Radiated Tortoise (<i>Astrochelys radiata</i>) in Madagascar.</p> <ul style="list-style-type: none"> • Training of community-based patrollers and national law enforcers, with the aim to improve intelligence-led investigations such that smugglers trafficking these species internationally are identified, arrested and convicted. 	<ul style="list-style-type: none"> • Collaboration with the DWCT project to deliver Outputs 1.1, 1.3, and 2.2; • Sharing of lessons learned between the projects
AVG/USAID Project to develop a wildlife and forest crime hotline, 2018- present	<ul style="list-style-type: none"> • Establishment of wildlife and forest crime phone hotline for general public to report on criminal cases; • Collection of information on the criminal cases and passing it to law enforcement agencies for investigation and prosecution 	<ul style="list-style-type: none"> • Consultations with the project staff during PPG to ensure complementarity of the projects' outputs; • Collaboration with the AVG project to deliver Outputs 1.1 and 4.3; • Sharing of lessons learned between the projects.
MIARO Association/WWF program on NPA co-management and support, ongoing	<ul style="list-style-type: none"> • Co-management arrangements with MEDD for selected NPAs in Anosy region; • Capacity building for Community Forest Monitors to 	<ul style="list-style-type: none"> • Consultations with the MIARO staff during PPG to ensure complementarity of the projects' outputs; • Collaboration with the MIARO initiatives to deliver Outputs 2.1-2.3;

Name of programme/project, years of implementation	Programme/project objectives and targets	How the UNEP/GEF project will collaborate with the programme/project?
	prevent and detect wildlife and forest crime	<ul style="list-style-type: none"> Sharing of lessons learned between the projects.
SEED Madagascar sustainable development and conservation program across the Anosy region, ongoing	<ul style="list-style-type: none"> Support a range of organisations to respond flexibly and efficiently to the most critical needs of communities in the Anosy region; Enable a range of organisations to contribute to achievement of the government's objectives and targets in the fields of community health, education, sustainable livelihoods, and environmental conservation. 	<ul style="list-style-type: none"> Consultations with the SEED Madagascar during PPG to develop Outputs 3.1-3.2; Collaboration with the SEED Madagascar initiatives to deliver Outputs 3.1-3.2; Sharing of lessons learned between the projects.
WCS Conservation Program in Madagascar, ongoing	<ul style="list-style-type: none"> Establishment of local Wildlife Crime Units; Monitoring of illegal logging activities in selected PAs; Development of SMART capacity for MEDD/DREDD and Madagascar PAs 	<ul style="list-style-type: none"> Consultations with the WCS during PPG to develop Output 2.2. (SMART trainings and equipment); Collaboration with the WCS initiatives to deliver Outputs 1.1 and 2.2; Sharing of lessons learned between the projects.
Turtle Survival Alliance (TSA) Radiated Tortoise Program in the South Madagascar, ongoing	<ul style="list-style-type: none"> Rehabilitation of seized Radiated Tortoises; Community engagement to protect the tortoises 	<ul style="list-style-type: none"> Collaboration with the TSA initiative to deliver Outputs 2.1 and 3.2; Sharing of lessons learned between the projects.

SECTION 3: INTERVENTION STRATEGY (ALTERNATIVE)

3.1. Project rationale, policy conformity and expected global environmental benefits

Justification of project strategies and approaches

40. The project design is based on the lessons learned from the previous and current wildlife crime combat actions implemented in Madagascar and other programmes and projects implemented by UNEP, UNDP, GEF, World Bank, UNODC, CITES, USAID, US Department of State Bureau of International Narcotics and Law Enforcement Affairs, Grace Farms Foundation, TRAFFIC, WWF, Miaro Association, SEED Madagascar to make sure the project strategies can bring real progress in wildlife crime law enforcement, NPA management, and sustainable community livelihood in the country, especially in the project area. First of all, the project development process has been based on the lessons learned by GEF Independent Evaluation Office (IEO) on project design that are the key for the project success⁶⁴:

- Strong stakeholder participation in project design and/or implementation leads to ownership and a shared vision;
- Flexible project design allows to implement effective adaptive management;
- Project design should be well-aligned with existing needs, capacities, and norms;
- Capacity building integrated in the project design increases sustainability of its results.

41. Based on the lessons above, the design of this project was developed in strong cooperation with national and international stakeholders (200 national and international stakeholders participated

⁶⁴ <http://www.gefio.org/ops/ops-5>

in the consultations, see Appendix 21.) Stakeholders consulted during project development were involved in the process from the earliest stage of the project formulation, design of the project Theory of Change, and development of the Outputs and Outcomes. Design of the project Outputs, while based on actual needs, allows considerable flexibility for the PMU to select different options and partners for their delivery based on the current situation, support lessons learning and incorporating them in the project adaptive management⁶⁵. Capacity building for wildlife crime law enforcement agencies, NPAs and local communities takes considerable part of the project budget to ensure achievement and sustainability of the project Outcomes. To achieve higher impact and real change in wildlife conservation, the project focuses its key interventions and main investments in 3 project sites – Behara-Tranomaro, Sud-Ouest Ifotaky, and Angavo NPAs with total area of 196,410 ha and located within 50 km radius from the project area’s center.

42. Component 1 will develop the necessary capacity and governance environment for confronting wildlife crime and development of NPAs at the national and regional levels (Toliary Province) building on synergies with other projects (INL, USAID, UNODC, CITES, TRAFFIC, and WWF). The development of a National Wildlife Crime Enforcement Strategy is one of the key priorities identified by the ICCWC Strategic Programme 2016-2020 (Activity 2.3) that the project will follow. The development of National Strategic Guidelines for NPAs Management to address both conservation and development objectives in the IUCN Category V Protected Areas will follow up on the results and lessons learned of the current the UNEP/GEF Project “Strengthening the Network of New Protected Areas in Madagascar” and recommendations of the IUCN WCPA Best Practice Guidelines for Protected Area Managers Series⁶⁶. Introduction of the ASYCUDA eCITES BaseSolution to Madagascar will follow up on the roadmap for implementing an e-permit system for all CITES listed species in the country developed by TRAFFIC in cooperation with CITES Secretariat and UNCTAD in framework of the SIDA funded “Voices For Diversity (VfD): safeguarding ecosystems for nature and people”. This Output will contribute to the implementation of the CITES Dec. 18.125-128 *on Electronic Systems and Information Technology*. Another approach suggested by the project – operationalization of the inter-agency National Wildlife Crime Unit (the Unit is going to be established by the USAID/TNRC⁶⁷ and TRAFFIC/INL⁶⁸ projects in 2021) and in-depth capacity building for MEDD and the Ministry of Justice investigators and prosecutors on wildlife and forest crime – has been proven to be successful in Indonesia, Tanzania, Uganda, India, and Zimbabwe. Additionally, comprehensive and systematic training and mentoring programmes on wildlife crime enforcement are highly recommended by the ICCWC Strategic Programme 2016-2020 (Activities 3.1-3.5). To build wildlife and forest crime investigation and prosecution capacity in the country, the project will use the experience of the Grace Farms Foundation in Kenya, Tanzania, Republic of Congo, Mozambique, Haiti, and Uganda; TRAFFIC/INL project “Development of a Comprehensive Mentoring Programme for Junior Wildlife Investigators in South Africa” (2016-2018) as well as mentoring approaches by UNODC in East and South Africa (a system of in-person and on-line mentoring specific to particular wildlife crime cases).
43. Component 2 will directly target operationalization and management of 3 target NPAs in Madagascar’s Spiny Forest Ecoregion and will build on the results and lessons learned by the UNEP/GEF Project “Strengthening the Network of New Protected Areas in Madagascar” and NPA promoters such as WWF, Miaro Association, and others on the operationalization and co-

⁶⁵ Adaptive Management and project ability to proactively adjust to changing situation and uncertainty is of paramount importance in the situation of COVID-19 pandemic

⁶⁶IUCN <https://www.iucn.org/theme/protected-areas/resources/iucn-wcpa-best-practice-guidelines-protected-area-managers-series>

⁶⁷ Targeting Natural Resource Corruption project

⁶⁸ Bureau of International Narcotics and Law Enforcement Affairs

management of NPAs in the country. Development of the NPAs Management Plans is based on the Results-Based Management approach that has proved to be an effective tool for conservation and sustainable development projects implemented by UNDP, UNEP, WWF, IUCN and other leading conservation organizations. The planning process is built on a fully participatory approach to develop a common view for the sustainable development of the target NPAs and communities and the organization of an implementation mechanism for the management plan based on the cooperation of the NPAs, local communities and other stakeholders (MEDD, regional authorities, NGOs, and private sector). Additionally, the project will use WCS experience to introduce and maintain the SMART⁶⁹ tool and patrols in the target NPAs as well as other management and enforcement skills through a system of systematic trainings. The equipment and infrastructure provided by the project to the NPAs will be able to keep them operational for at least 10 years.

44. Component 3 is built on the successful experience of the SEED Madagascar⁷⁰ and Miaro Association/WWF⁷¹ in southeast Madagascar and the IUCN's First Line of Defence against Illegal Wildlife Trade (FLoD) approach⁷² in Kenya, Namibia and South Africa to establish community Natural Resource Management Committees, identify community priorities for CBNRM and alternative livelihood projects, and develop community-led sustainable livelihood, wildlife conservation, and reforestation projects.
45. Component 4 is designed to connect all the project strategies together and ensure effective learning and adaptive management of the project, including gender mainstreaming. This approach has been practiced as essential for all GEF 5 and 6 projects to ensure their effective management⁷³. Additionally, the project will organize a national wildlife crime campaign based on the best available experience by WildAid⁷⁴ and TRAFFIC's the Social and Behavior Change Communication (SBCC) approach⁷⁵.
46. To ensure adaptability of the project to uncertainties associated with the COVID-19 pandemic, the following potential measures will be implemented: (a) PMU will closely monitor the COVID-19 situation at national level and in the project area; (b) MEDD and PMU will explore options for to conduct the Inception Workshop, Project Steering Committee, and other stakeholder meetings remotely through on-line platforms and/or with limited number of participants practicing protective measures; (c) the project is designed on the partnerships with organizations mainly located in Madagascar that will limit the needs of international travel to implement the project; (d) part of the project Outputs can be delivered remotely via on-line tools, including mentoring, if necessary; (e) some of the project activities can be reasonably delayed until restrictions are over in the framework of adaptive management and later fast-tracked for implementation; (f) GEF will be informed in case of any substantive delays that require a reasonable extension to deliver all Outputs satisfactorily.

⁶⁹ Spatial Monitoring and Reporting tool

⁷⁰ <https://madagascar.co.uk/projects/sustainable-livelihoods>

⁷¹ <https://www.youtube.com/watch?v=8WmKH1VHgtk>

⁷² <https://www.iucn.org/regions/eastern-and-southern-africa/our-work/conservation-areas-and-species/local-communities-first-line-defence-against-illegal-wildlife-trade-flod>

⁷³ <http://www.gefio.org/ops/ops-5>

⁷⁴ <https://wildaid.org/>

⁷⁵ <https://www.traffic.org/what-we-do/projects-and-approaches/behavioural-change/>

The project area

47. The project area is located in the south of Madagascar in the Anosy and Androy Regions of the Toliary Province and consists of three sites - the NPAs of Angavo, Sud-Ouest Ifotaky, and Behara-Tranomaro (Fig. 4). All three NPAs are located in the Mandrare Valley, which crosses the south of Madagascar from Morondava in the west to Fort Dauphin in the east. The target NPAs fall into Madagascar's Spiny Forests (or Spiny Thickets) Ecoregion⁷⁶; 90% of the flora are endemic species, the most visibly dominant being the endemic sub-family *Didiereoideae*. The NPAs have rich flora diversity with 385 plant species recorded for Angavo, 55 (78% are endemic) – for Sud-Ouest Ifotaky, and 117 (70% endemic) – for Behara-Tranomaro⁷⁷. Among the plant endemics are the Three-Cornered Palm *Dypsis decaryi*, which is found only in neighbouring Ankodida and Andohahela protected areas, the Octopus Tree *Alluaudia ascendens* and the dryland palm *Ravenea xerophila*, are only found in the Mandrare Valley. While Angavo's fauna is little known, Sud-Ouest Ifotaky has 67 recorded species (9 mammal/30% endemic, 37 bird/50% endemic, and 21 amphibian and reptile/100% endemic), and Behara-Tranomaro – 91 species (2 mammal, 51 bird/50% endemic, and 30 amphibian and reptile)⁷⁸. The NPAs have such endangered animal species as lemurs - *Propithecus verreauxii*, *Lemur catta*, *Lepilemur leucopus* and *Microcebus griseorufus* (all endemic and listed in CITES); critically endangered Spider Tortoise (*Pyxis arachnoides*) and Radiated Tortoise (*Astrochelys radiata*). The key habitat type in the NPAs is the dense dry forest that harbours great majority of the project area biodiversity and extremely important for wellbeing of local communities. Currently the dry forest covers approximately 116,590 ha (65%) of the total NPAs area⁷⁹.
48. Similar to the entire Spiny Forest Ecoregion, the target NPAs' habitat and biodiversity suffer from slash and burn agriculture, forest fires, illegal logging for construction and firewood, small-scale mining, and poaching both for international trade and bushmeat. In 2001-2019 the target NPAs lost about 7,293 ha (6%) of the tree cover. Spider and Radiated Tortoises are poached mainly for meat for local consumption and bushmeat trade at local markets. Number of tortoises seized annually on the local markets of two regions (Anosy and Androy) declined from 680 in 2017 to 310 in 2019 (54%) that can indicate a significant population decline in the project area for both species. Lemurs are subjects for a bushmeat poaching and trade and often sold to miners in the project area. The Antandroy (and Mahafaly) people's tribal taboos on Radiated Tortoises do not help to protect the animals, but instead cultivate total indifference towards the species⁸⁰. This has negative impacts for tortoises, as communities are not motivated to prevent poaching. In some cases, members of the communities even help the traffickers to collect tortoises.⁸¹ Additionally, the project sites and surrounding areas are affected by droughts and dust winds *tiomena* that have severe impact on surface water, dry forest conditions, and agricultural activities of local communities. Climate change contributes to the frequency and duration of draughts in the region and coupled with human activities leads to graduate decrease of the forest cover⁸².

⁷⁶ <https://www.worldwildlife.org/ecoregions/at1311>

⁷⁷ From Report: Inventaire floristique dans les NAPs Vohitsiombe-Ekintso, Sud Ouest Ifotaky, Behara- Tranomaro, Corridor entre Parcelle I- Parcelle II Andohahela, Vohitsandria, et Bempingaratsy. WWF, 2012

⁷⁸ Ibid

⁷⁹ University of Maryland. Global Forest Change 2000–2019 http://earthenginepartners.appspot.com/science-2013-global-forest/download_v1.5.html. Calculated for areas >=10% of tree cover.

⁸⁰ Marlin Andriamanananjaranirina 2020. RAPPORT TECHNIQUE: Consultant National Expert en biodiversité, gestion des Aires Protégées (AP) et lutte contre le trafic illicite des espèces menacées. Réf contrat : 076_IC_2019

⁸¹ Turtles on the Brink in Madagascar • *Chelonian Research Monographs*, No. 6 – 2013

⁸² Dina Ramiandrasoa 2020. Socio-Economic and Cultural Context in the Project's Intervention Areas. Survey Report

49. There are 49 villages (*fokontany*) forming 4 rural communes located inside the three target NPAs. The total population of the NPAs is 36,914 people (~50% are females)⁸³. 75% of local people in the rural communes are from the Antandroy group while others belong to Antaisaka, Mahafaly, and Bara groups, including some immigrants (Merina, Betsileo, Chinese Métis). The primary activities of the Antandroy are the breeding of zebus. A zebu herd is both a source of prestige and an economic reserve. Local people cultivate cassava, sweet potato, maize, peanut, sugar cane and dry grains, however, the fields greatly depend on rainfall that decreases dramatically during droughts. Produced grains and vegetables are barely enough for local consumption but not for trade. The target NPAs have about 6,000 tourists annually, however, this number decreased dramatically in 2020 due to the COVID-19 pandemic. Some local people are involved in artisanal mining in the NPAs. Social and health services are very limited in the project sites and the communities have limited access to drinking water. A few wells in the area provide drinking water, not for livestock and agriculture. The majority of the population uses only oil lamps or candles as electricity is not available⁸⁴.
50. The target NPAs were created in 2015 by Decree n° 2015-808 of 05 May 2015 (see Appendix 18 for summary of relevant national legislation)⁸⁵ and were previously included in the 2007 list of “priority areas for conservation”. Currently the NPAs do not have delegated promoters/managers and mandatory management social safeguard plans in place. There are other PAs and NPAs in the broader Mandrare Valley that do have the necessary management tools and delegated managers/promoters. Two of these, Ankodida (south of Behara-Tranomaro) and Nord-Ifotaky (north of Sud-Ouest Ifotaky), which were previously managed by WWF-Madagascar, have now been assigned to a local association, Miaro,⁸⁶ based in Ambovombe. Miaro is also collaborating with community associations in Behara-Tranomaro (one of the target NPAs) to assist with the preparations required to develop the NPAs mandatory plans. Miaro is a small association with limited resources to develop and finalise the management plans to the required standards but plays an important role in the engagement with communities, the identification of co-management needs, and the provision of information and technical training services.

⁸³ Ibid

⁸⁴ Ibid

⁸⁵ As part of the PPG a detailed evaluation of relevant national legislation was carried out. This is in its original French and is available as a reference document that will be used as guidance for activities planned under Component 1 in year 1, to review the national policy and legislation

⁸⁶ Miaro’s staff have experience managing the 2 NPAs during the period when WWF-Madagascar took on the role of delegated manager

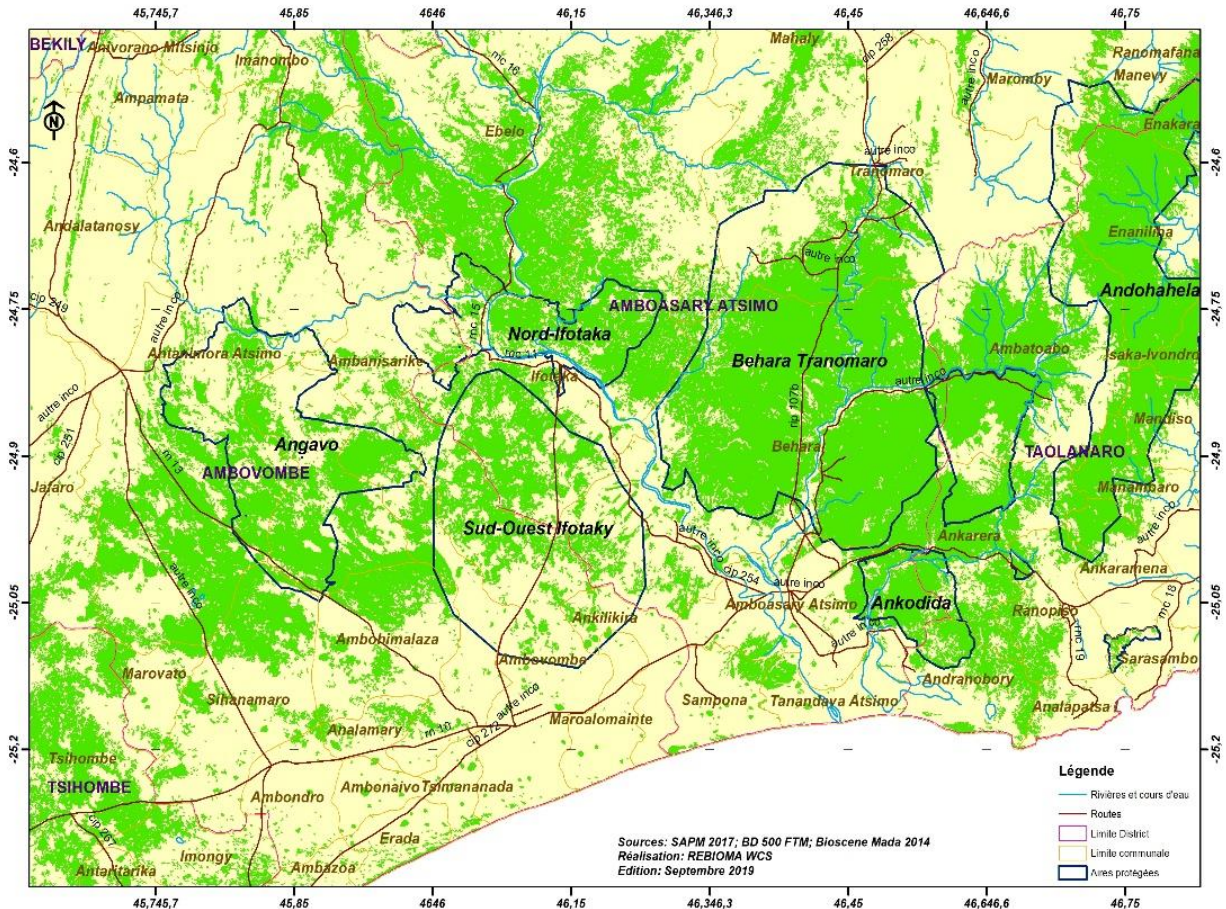


Figure 4. Location of the Angavo, Sud-Ouest Ifotaky, and Behara-Tranomaro NPAs in the project area⁸⁷

Alignment of the project with the Global Wildlife Program Theory of Change⁸⁸

51. To respond to the growing wildlife crisis and international call for action, the Global Environment Facility (GEF) in June 2015 launched the Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development, often called the Global Wildlife Program (GWP). Led by the World Bank, the GWP is a US\$213 million grant program (Phase I and II) designed to address wildlife crime across 32 countries in Africa, Asia, and Latin America. The GWP serves as a platform for international coordination, knowledge exchange, and delivering action on the ground. The GWP builds and strengthens partnerships by supporting collaboration amongst national projects, captures and disseminates lessons learned, and coordinates with implementing agencies and international donors to combat IWT globally. National projects within the GWP form an integral part of a community of practice that promotes the sharing of best practices and technical resources. This UNEP-GEF project in Madagascar is a national project under the GWP (Phase II), and it was designed to contribute to the Program as much as possible. During project execution, Madagascar will share its lessons with GWP projects and will have access to the GWP documentation and materials produced by other GWP projects. Madagascar is committed to engaging with GWP partners in Africa and

⁸⁷ Disclaimer: The designations employed and the presentation of material on this map do not imply any opinion whatsoever on the part of the Secretariat of the United Nations or UNEP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

⁸⁸ World Bank: Global Wildlife Program <https://www.worldbank.org/en/programs/global-wildlife-program/overview>

Asia on joint efforts that will help with the project implementation, including issues related to wildlife crime enforcement and NPA management.

52. The project is aligned with GWP Theory of Change and will contribute significantly to the expected GWP Outcomes and Targets via implementation of its four Components (Strategies) (Table 4).

Table 4. Alignment of the project strategies with GWP Components, Outcomes, Indicators & Targets

GWP components	GWP program outcomes	Key project contributions to GWP outcomes	Key project targets
Component 1 Conserve wildlife and enhance habitat resilience	-Stabilization or increase in populations of, and area occupied by, wildlife at program sites	Stable populations of Radiated Tortoise, Spider Tortoise, Ring-tailed Lemur, and Verreaux Sifaka in the target NPAs (through achievement of all project Outcomes)	No population decline of the key species from the baseline (will be established on the Year 1)
	-Areas of landscapes and terrestrial/marine protected areas under improved practices and management effectiveness (METT for PAs)	Operationalization and improved co-management of three target NPAs - Angavo, Sud-Ouest Ifotaky, and Behara-Tranomaro (Outcome 2)	Total NPAs area under improved management: 196,410 ha; Average METT score increase from 21 to ≥ 40 for the target NPAs
Component 2 Promote wildlife-based and resilient economies	-Strengthened capacity of stakeholders to develop WBE and sustainable use activities	Establishment of at least 4 Rural Commune and Community Natural Resource Management (NRM) Committees in the target NPAs and development of Commune's NRM Plans (Output 3.1);	Total number of local people practicing CBNRM and alternative sources of income in the project area: $\geq 6,000$ (at least 50% are females);
	-Increased participation of communities in conservation compatible rural enterprises and WBE jobs -Additional livelihood activities established	Development and implementation of community pilot projects on CBNRM and alternative sources of income in the project area (Output 3.2)	Total area outside NPAs under improved management (mainly reforestation, SFM, and SLM): $\geq 10,000$ ha
Component 3 Combat wildlife trafficking	-Strengthened policy and regulatory frameworks to prevent, detect and penalize wildlife crime	Development of National Wildlife Crime Enforcement Strategy and National Strategic Guidelines for NPAs Management (Output 3.1)	The strategic documents are approved by the Madagascar Government and implemented
	-Improved enforcement, judicial, and prosecutorial institutional capacity to combat wildlife crime (site-based law enforcement).	Introduction of ASYCUDA@eCITES solution to Madagascar (Output 1.2)	ASYCUDA@eCITES solution introduced to MEDD and Customs at key ports and airports and incorporates IWT database
		Advanced mentoring of MEDD/LE agencies/WCU on wildlife crime investigation and prosecution and necessary equipment to MEDD/WCU for wildlife crime law enforcement (Output 1.3);	At least 30-35 law enforcement officers have advanced wildlife crime investigation and prosecution skills and serve as mentors for other investigators and prosecutors in the country; MEDD/WCU has necessary equipment to fight IWT

		Comprehensive training program for target NPAs on PA Management, law enforcement, and wildlife monitoring (Output 2.2); Equipment and infrastructure support to 3 target NPAs (Output 2.3)	At least 260 Community Forest Monitors and DREDD officers are trained and employed at the target NPAs; 3 target NPAs have necessary equipment and infrastructure
Component 4 Reduce demand	-Improved awareness of wildlife crime through campaigns and advocacy	National-wide wildlife crime campaign is developed and implemented (Output 4.3)	At least 15,000 people are reached through national wildlife crime campaign and have access to wildlife and forest crime hotline
Component 5 Coordinate and enhance learning	-Enhanced understanding of wildlife as an economic asset -Improved coordination among countries, donors, and other key stakeholders engaged in the implementation of the GWP -Enhanced GWP management and monitoring platform	Implementation of the entire Outcome 4, Output 4.4 specifically	At least 10 project lessons are developed and shared with other GWP projects

Alignment of the project with the GEF Focal Areas

53. The strategy outlined above is aligned with the following GEF Focal Areas (Table 5):

Table 5. Alignment of the project strategies with GEF Focal Areas

GEF Focal Area	Relevant Project Component
BD-1-2a – Mainstream biodiversity across sectors as well as landscapes and seascapes through global wildlife program to prevent extinction of known threatened species	Component 1. <i>National policy and institutional frameworks to address wildlife and forest crime and develop NPAs</i> Component 4. <i>Knowledge Management, Gender Empowerment, and Monitoring&Evaluation</i>
BD-1-2b – Mainstream biodiversity across sectors as well as landscapes and seascapes through global wildlife program for sustainable development	Component 3. <i>Community engagement and poverty reduction for effective NPA management</i> Component 4. <i>Knowledge Management, Gender Empowerment, and Monitoring&Evaluation</i>
BD-2-7 – Address direct drivers to protect habitats and species and improve financial sustainability, effective management, and ecosystem coverage of the global protected area estate	Component 2. <i>Management effectiveness of selected NPAs</i> Component 4. <i>Knowledge Management, Gender Empowerment, and Monitoring&Evaluation</i>

Project contribution to CITES implementation in Madagascar

54. All project components (especially Component 1) will directly support the implementation of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), arguably one of the most important global instruments for addressing illegal wildlife trade. The CITES Strategic Vision 2021-2030 emphasizes the importance of national commitment to implementation of the Convention and its principles. The project will support compliance through the development of national and local capacity to effectively address wildlife crime via legislative, capacity building, and direct law enforcement initiatives and to contribute to the

Strategic Vision’s **Goal 1:** *Trade in CITES-listed species is conducted in full compliance with the Convention in order to achieve their conservation and sustainable use;* **Goal 3:** *Parties (individually and collectively) have the tools, resources and capacity to effectively implement and enforce the Convention, contributing to the conservation, sustainable use and the reduction of illegal trade in CITES-listed wildlife species;* and **Goal 5:** *Delivery of the CITES Strategic Vision is improved through collaboration.*

Project’s Global Environmental Benefits

55. The following Global Environmental Benefits will be delivered by the project:

- Improved protection and management of three NPAs with high level of biodiversity and endemism – Behara-Tranomaro, Sud-Ouest Ifotaky, and Angavo - with total area of 196,410 ha;
- Stable area of Dry Spiny Forest in the target NPAs: 116,590 ha;
- Stable populations of Radiated Tortoise, Spider Tortoise, Ring-tailed Lemur, and Verreaux Sifaka in the target NPAs;
- At least 6,300 (40% are women) of the direct project beneficiaries, 95% of those are local people in the target NPAs.

3.2. Project objective

56. The **Project Objective** is *conservation of biodiversity in Madagascar through strengthened management of the New Protected Areas (Category V), with active engagement by communities, and enforcement to reduce the rate of IWT and poaching.*

3.3. Project components and expected results

Project Components

57. The Objective will be achieved through implementation of four project strategies (components) (see Fig. 3):

58. **Component 1.** *National policy and institutional frameworks to address wildlife and forest crime and develop NPAs.* This strategy is based on recommendations of the ICCWC Toolkit Assessment for Madagascar and aligned to cover key gaps in wildlife crime law enforcement and NPA development (both policy and capacity) with other initiatives implemented by MEDD in cooperation with CITES, USAID, World Bank, TRAFFIC, WWF and other partners. The component will be implemented at national and regional level (Toliary Province) and will include the following: (1) development of the National Wildlife Crime Law Enforcement Strategy as a national road map to fight poaching, illegal logging and IWT in a holistic approach; (2) development of the National Strategic Guidelines for NPAs Management to address both conservation and development objectives in the IUCN Category V Protected Areas; (3) introduction of the ASYCUDA eCITES BaseSolution to Madagascar (CITES Management Authority and Customs) to automate the CITES permitting process that protects it from fraud and corruption and allows to detect illicit wildlife and timber trafficking; and (4) in-depth mentoring for investigators and prosecutors of the MEDD, Ministry of Justice, Police, and inter-agency National Wildlife Crime Unit (if established) on wildlife crime investigation and prosecution in Antananarivo and Toliary Province. All mentoring programmes for law

enforcement staff will incorporate strong component on human rights. This Component will address Barrier 1 identified in the Development Challenge section: *Incomplete policy, institutional framework and capacity of government agencies to address IWT and develop NPAs.*

59. **Component 2. Management effectiveness of selected NPAs.** This strategy focuses to operationalize three target NPAs: Behara-Tranomaro (96,588 ha), Sud-Ouest Ifotaky (57,062 ha), and Angavo (42,760 ha) located in the Mandrare Valley (Spiny Thicket Ecoregion). Under this component the project will (1) assist the target NPAs in development of all mandatory planning and management documents and functional zoning for conservation and development goals; (2) provide the NPAs with comprehensive trainings and mentoring on PA management, wildlife and forest crime enforcement, and biodiversity monitoring; (3) provide the NPAs with essential equipment and infrastructure. This strategy will establish robust, effective and sustainable co-management arrangements for target NPAs that include MEDD, Regional Forestry Administration, local Community Associations (COBAs), local communities themselves, and NGOs. The component will address the Barrier 2 - *Limited capacity of MEDD and local stakeholders to establish and manage NPAs for conservation, cultural, and development values.*
60. **Component 3. Community engagement and poverty reduction for effective NPA management.** This strategy will target sustainable community livelihood and community-based natural resource management (CBNRM) in the NPAs. Under this Component the project will (1) assist four Rural Communes to establish Natural Resource Management Committees at each NPA led by local communities; (2) support community-driven processes to identify key CBNRM and development priorities for each target NPA, including alternative sources of income and develop Commune/Community Natural Resource Management Plans; (3) develop and implement CBNRM and alternative sources of income pilot projects in the NPAs and adjacent area based on selected community priorities for development. This Component is designed to remove the Barrier 3 - *Limited alternatives to unsustainable agricultural and natural resource consumption practices by local communities.*
61. **Component 4. Knowledge Management, Gender Empowerment, and Monitoring & Evaluation.** This Component will ensure effective lesson learning from implementation of Components 1-3, participatory M&E approach, and gender mainstreaming. Additionally, it includes a national awareness campaign on wildlife and forest crime impact for the country. Lessons learned from the project will be used to improve implementation of the Components 1-3 via adaptive management and also be shared with other national and international projects, including GWP, using South-South Cooperation mechanism and other approaches. Under this Component, the project will conduct ESIA and develop and implement an ESMP to ensure potential social and environmental impacts of the project are identified, monitored, and proactively managed; establish an effective Grievance Redress Mechanism (GRM) to inform and guide project implementation in a socially acceptable and beneficial way for local communities. The Component will contribute to removal of all three barriers indicated in the Development Challenge section via increasing of the effectiveness of the project strategies through learning and adaptive management, and dissemination of successful practices in Madagascar for further implications.
62. All four Components are designed as interconnected strategies to target key threats for wildlife and forest (see Fig. 3 and 4), habitats and communities in the project areas. The suggested strategies have significant flexibility to deliver the project Outputs effectively in conditions of COVID-19 pandemic.

Expected Results

63. The project is designed to achieve following **Long-Term Impacts** (Global Environmental Benefits) (see Fig. 5):
64. **Stable or increasing populations of the flagship species in the target NPAs:**
- **Radiated Tortoise:** baseline to be established in the first year of the project; population is at least stable by the end of the project (\geq baseline);
 - **Spider Tortoise:** baseline to be established in the first year of the project; population is at least stable by the end of the project (\geq baseline);
 - **Ring-tailed Lemur:** baseline to be established in the first year of the project; population is at least stable by the end of the project (\geq baseline);
 - **Verreaux Sifaka:** baseline to be established in the first year of the project; population is at least stable by the end of the project (\geq baseline).
65. **Stable area of dry spiny forest in the target NPAs:**
- **Total area of tree cover in 3 NPAs:** baseline – 116,590 ha (2019)⁸⁹; no decline from the baseline by the end of the project.
66. The Long-Term impacts will be achieved via attainment of the **Mid-Term Impacts** (direct threat reduction):
67. **Decreased poaching for tortoises:**
- **Annual number of tortoise seizures in the Anosy and Androy regions:** 7 cases (2019)⁹⁰; ≤ 2 cases by the end of the project⁹¹;
68. **Decreased deforestation rate:**
- **Annual tree cover loss in 3 NPAs (ha/year):** baseline – 560 ha/year⁹²; 0 ha/year – by the end of the project⁹³.
69. To ensure the Mid-Term Impacts the project will achieve the following **Outcomes:**

Outcome 1. Strengthened policy, institutional framework, and capacity support effective wildlife crime control and NPAs management

- **Capacity of MEDD (DGEF, DIREDD) to enforce wildlife and forest crime and manage NPAs** (UNDP Capacity Scorecard)⁹⁴: baseline - CR1 56%; CR2 40%; CR3 44%; CR4 50%

⁸⁹ Calculated as the total area covered with trees ($\geq 10\%$ of canopy cover) in 2000 (123,882 ha) minus area of tree cover loss in 2000-2019 (7,293 ha) based on the data of the University of Maryland. Global Forest Change 2000–2019 http://earthenginepartners.appspot.com/science-2013-global-forest/download_v1.5.html. Baseline needs to be updated at the project Inception phase with data for 2020.

⁹⁰ Marlin Andriamananjara 2020. RAPPORT TECHNIQUE: Consultant National Expert en biodiversité, gestion des Aires Protégées (AP) et lutte contre le trafic illicite des espèces menacées. Réf contrat : 076_IC_2019. The Baseline needs to be updated at the project Inception phase with data for 2020.

⁹¹ Caters for the assumption that the number of tortoise seizures by the Mid-Term will increase due to increased law enforcement activity by DREDD and other law enforcement agencies. The number is expected to decrease by the EoP to a minimal level in line with stronger deterrent through law enforcement.

⁹² Calculated as an average for last 5 years (2015-2019) based on the data of the University of Maryland. Global Forest Change 2000–2019 http://earthenginepartners.appspot.com/science-2013-global-forest/download_v1.5.html. Baseline needs to be updated at the project Inception phase with data for 2020.

⁹³ Our assumption based on the projected increase level of law enforcement of forest crime in the NPAs (Outcome 2) and increased level of reforestation activities by local communities (Outcome 3);

⁹⁴ See UNDP Capacity Development Scorecard in Appendix 16

- CR5 17%; by the end of the project - CR1 >= 65%; CR2 >= 48%; CR3 >= 52%; CR4 >= 60%; CR5 >= 23%;
- **Total number of officers in Antananarivo and Toliary Province applying skills on wildlife crime investigation and prosecution after project mentoring:** baseline – 0; >=20 by the end of the project;
 - **Total number of wildlife crime enforcement policies and frameworks initiated by the project and endorsed/implemented by the Government of Madagascar:** baseline – 0; >=3 by the end of the project⁹⁵;

Outcome 2. Operationalized target NPAs combat wildlife and forest crime effectively

- **Averaged METT score for 3 target NPAs⁹⁶:** baseline – 21; by the end of the project - >=40
- **Total area of operationalized NPAs⁹⁷, ha:** baseline – 0; by the end of the project - 196,410 ha⁹⁸;

Outcome 3. Local communities in target NPAs benefit from improved, diversified and sustainable livelihoods

- **Total number of people producing food and income from CBNRM and alternative livelihoods:** baseline – 0; 6,000 (50% are females)⁹⁹ by the end of the project;
- **Area of landscapes under improved practices to benefit biodiversity (excluding protected areas) (ha):** baseline – 0; 10,000 ha by the end of the project¹⁰⁰.

Outcome 4. Strengthened wildlife crime awareness and improved Knowledge Management and gender mainstreaming to address wildlife and forest crime

- **Total number of people reporting wildlife and forest crime as a result of the national wildlife crime and biodiversity awareness program:** baseline – 0; >=300 by the end of the project;
- **Total number of the project lessons learned and best practices, including gender mainstreaming, applied by other projects and programs:** baseline – 0; >=4 by the end of the project.

70. The project Outcomes will be achieved through delivery of specific project Outputs (project's products and services):

Outcome 1. Strengthened policy, institutional framework, and capacity support effective wildlife crime control and NPAs management

Output 1.1. National Wildlife Crime Enforcement Strategy and National Strategic Guidelines for NPAs Management are developed, agreed with stakeholders and submitted for approval to the Madagascar Government

71. Under this Output the project will develop two policy documents:

72. **National Wildlife Crime Enforcement Strategy**, as the key national policy document to guide wildlife crime law enforcement in Madagascar. More specifically the strategy should:

⁹⁵ National Wildlife Crime Enforcement Strategy, National Strategic Guidelines for NPA Management, and ASYCUDA eCITES BaseSolution

⁹⁶ Angavo, Sud-Ouest Ifotaky, and Behara-Tranomaro NPAs. Actually each target NPA has very similar situation and baseline METT score of 21 (2020)

⁹⁷ Angavo, Sud-Ouest Ifotaky, and Behara-Tranomaro NPAs have full set of mandatory plans and documents, functional zoning with legal land tenure, and staff

⁹⁸ Total area of the Angavo, Sud-Ouest Ifotaky, and Behara-Tranomaro NPAs

⁹⁹ This target is set up based on the SEED Madagascar experience in similar projects

¹⁰⁰ Areas adjacent to the target NPAs and located on the territory of 4 Rural Communes in the project area

- Describe key measures to stop poaching and illegal wildlife trade, and strengthen the inter-agency and international collaboration in the Governance, Justice, Law in dealing with illegal wildlife trade;
 - Define key targets to achieve wildlife crime enforcement in the country in the next 5-10 years and roles of the government, civil society organizations, local communities, and private sector to achieve the targets;
 - Indicate key mechanisms and sources of funding for improved wildlife crime enforcement;
 - Include measures to decrease national demand for bushmeat and increase national awareness on the impact of wildlife crime on the national biodiversity and economy.
73. The Strategy should be developed in accordance with the SADC¹⁰¹ Law Enforcement and Anti-Poaching Strategy 2015-2020 based on good examples from other countries (e.g., Wildlife Crime Enforcement Strategy – Cameroon; Kenya Wildlife Strategy 2030; National Strategy to Combat Poaching and Illegal Wildlife Trade in Tanzania 2014; Zimbabwe’s National Law Enforcement and Anti-Poaching Strategy 2017-2021, etc.).
74. **National Strategic Guidelines for NPAs Management**, to ensure sustainable functioning of the NPAs (IUCN Category V) that are managed for conservation and development. Management for conservation and development values is a complex and quite difficult task often involving trade-offs between conservation and development¹⁰². So, the guidelines will provide a comprehensive official advice for NPA promoters and managers on the following:
- Best practices on development and examples of mandatory documents for NPAs establishment and operationalization;
 - Recommendations and best practices on development of co-management structure for the NPAs;
 - Management planning for conservation and development goals based on trade-off analysis and functional zoning of the NPAs;
 - Guidelines for NPA management, planning, and reporting, including wildlife and forest crime law enforcement and biodiversity monitoring;
 - Recommendations for building relationships with donors, communities, NGOs, and private sector to achieve NPAs objectives.
75. The Guidelines will be developed as a complimentary document to the NPA Funding Strategy that is under development in the framework of the UNEP/GEF Project “Strengthening the Network of New Protected Areas in Madagascar”.
76. Both policy documents will be developed under the MEDD leadership with the project technical support in a fully open and participatory process with involvement of all interested stakeholders. The final documents will be officially approved by the MEDD. The project will support the document publication and distribution among relevant stakeholders in the country.
77. **Key partners for the Output delivery:** Ministry of Justice, Police, UNODC, USAID, INTERPOL, TRAFFIC, WWF, WCS, Durrell Wildlife Conservation Trust, Malagasy Conservation NGOs, PAs and NPAs.
78. **Output Budget:** \$110,000

¹⁰¹ South Africa Development Community

¹⁰² Hirsch et al. 2010. Acknowledging Conservation Trade-Offs and Embracing Complexity. Conservation Biology, Volume 25, No. 2, 259–264

Output 1.2. ASYCUDA eCITES BaseSolution is introduced in Madagascar to manage legal wildlife trade and detect IWT

79. Under this Output the project will assist MEDD (CITES Management Authority), UNCTAD, and CITES Secretariat to introduce the ASYCUDA eCITES BaseSolution in the country, provide trainings to the eCITES project management team (MEDD staff), and support the MEDD's eCITES Project Team to deliver trainings to relevant staff of the National CITES Management and Scientific Authorities and the Madagascar Customs to use eCITES system at the key country's ports and airports. The suggested eCITES solution is fully complementary to ASYCUDA Customs Management System operated by the Madagascar Customs.
80. eCITES helps government agencies to better target their inspections related to legal wildlife trade and IWT and identify those actors that break the law. The system allows CITES Management Authorities and Customs to save time and resources for checking and issuing permits, dedicate time for other important tasks in implementing the Convention, and provide better services to traders. The system includes a module for Electronic Customs Risk Management for CITES listed species and targeted controls that allows the Customs to automatically detect suspicious consignments based on CITES risk indicators and inspect them at the exit points. Additionally, automatization of the CITES permitting system will allow to significantly decrease corruption and fraud in legal wildlife trade.
81. To introduce the eCITES solution to the country the project will follow up on an official request from MEDD to UNCTAD and CITES Secretariat to set up the system. The request is going to be obtained in the framework of the TRAFFIC/SIDA Project in 2020-2021 before the GEF project start¹⁰³.
82. Additionally, the project will support a special module of eCITES (to be developed by UNCTAD) that will accumulate and analyze information on IWT in Madagascar. This will allow the country to report to CITES not only on legal but also illegal wildlife and forest trade as well as conduct wildlife crime investigations based on the data analysis.
83. **Key partners for the Output delivery:** UNCTAD, CITES Secretariate, Madagascar Customs, TRAFFIC.
84. **Output Budget:** \$380,000

Output 1.3. Inter-agency Wildlife Crime Unit, MEDD, Ministry of Justice, and Police are provided with comprehensive mentoring on wildlife crime investigation and prosecution and law enforcement equipment

85. Under this Output the project is going to follow up on the results of TRAFFIC/INL and USAID/TNRC projects with an objective to establish an inter-agency Wildlife Crime Unit in Madagascar and to provide initial trainings to the WCU, MEDD, Ministry of Justice, and Police officers on wildlife crime investigation and prosecution. The GEF project will provide necessary equipment for the WCU¹⁰⁴ and in-dept mentoring to the WCU, and MEDD and Ministry of Justice officers in Antananarivo and Toliary Province on wildlife crime investigation and prosecution.

¹⁰³ If the MEDD request is not in place before the project inception, the PMU will work with MEDD to develop and submit it.

¹⁰⁴ If the WCU is not established the project can assist in its establishment (development of WCU ToR, inter-agency collaboration agreement, and draft of order of the Madagascar government to establish the Unit). Alternatively, the GEF project can provide the equipment to the MEDD as the lead agency for the unit if the process of the WCU establishment takes longer than expected.

86. The following tentative list of equipment for the WCU/MEDD operatives will be provided (compiled based on the negotiations of MEDD with the Grace Farms Foundation in 2020; the list needs to be updated during the project inception phase based on the most urgent priorities):
- 12 laptop computers and 12 printers for wildlife crime investigators;
 - 12 digital photo/video cameras for evidence gathering;
 - 12 GPS units/smartphones applicable for SMART system;
 - 4 portable surveillance drones with cameras;
 - 12 field binoculars;
 - 1 Toyota Land Cruiser 70 vehicle for wildlife crime investigator group;
 - 12 CCTV Security Cameras for wildlife crime surveillance at the Toamasina (Tamatave) and Mahajanga (Majunga) Ports, and Ivato International Airport;
 - 1-2 airport x-ray scanners for the Ivato International Airport to detect wildlife trafficking;
 - IBM i2 visual intelligence and investigative analysis software for law enforcement (one license with multiple users);
 - Cellebrite device (extracts and analyses evidence (all calls, texts, photos, file system) from cellular telephones).
87. This equipment and software will be maintained by MEDD.
88. The advanced mentoring will be designed based on successful experience by the Grace Farms Foundation (USA, has highly skilled former US Homeland Security Investigation officers as staff), UNODC, and TRAFFIC. Approximately 30-35 investigators and prosecutors will be intensively trained to work professionally on wildlife crime issues in the mentoring framework during two years. The mentoring will include the following (formulated based on the Grace Farms Foundation's input):
- Selection of a target group of investigators and prosecutors for wildlife crime mentoring based on discussions with MEDD and the Ministry of Justice. Potentially the mentoring can target following law enforcement agencies in Madagascar (Antananarivo and Toliary Province): Direction Générale de l'Environnement et des Forêts (DGEF); Direction contre les Menaces Environnementales et du Contentieux Forestier (DMECF); Unité de Lutte contre la Corruption (ULC); Pôle Anti-Corruption (PAC); Bureau Indépendant Anti-Corruption (BIANCO); Direction Générale des Affaires Judiciaires, des Études et des Réformes (DGAJER); Commandant de la Gendarmerie Nationale (COM-GN) Service Anti-Corruption de la Gendarmerie Nationale (SAC- GN); Direction de la Police Judiciaire (DPJ); Polie de l'Air et des Frontières (PAF); Service Central de la Lutte contre la Corruption (SCLC); Direction Générale des Douanes (DGD); Sampana Malagasy Iadiana amin'ny Famotsiam-bola sy Fampihorohoroana (SAMIFIN); Centre de Surveillance de la Pêche (CSP);
 - Assessment of wildlife crime investigation/prosecution level of skills of the selected target group of investigators and prosecutors (can be done through in-person or remote meeting) and adjustment of the mentoring program accordingly to cover key gaps in the knowledge and skills;
 - Organization of 3-4 5 day-long in-person mentoring sessions for selected group of 30-35 investigators and prosecutors (2 mentoring sessions on Year 1 and 2 – on Year 2) in Antananarivo, Madagascar¹⁰⁵. The instructors for mentoring can be involved from the Grace Farm Foundation (GFF) French-speaking staff (2 former US Homeland Security Investigators and 1 former US Federal Prosecutor), US Department of Homeland Security Investigation attaché in Africa (2 persons, from Kenya and South Africa), and 2 investigators from the Lusaka

¹⁰⁵ In case of COVID pandemics the mentoring sessions can be potentially organized remotely via on-line tool, however, effectiveness of remote sessions is much lower than in-person ones.

Agreement Task Force (LATF), Kenya and Tanzania). The mentoring sessions will be based on presentation of particular cases of wildlife crime investigation and prosecution in Madagascar by national law enforcement agencies and in-depth review of each case facilitated by instructors with development of detailed plane of action for each case. The mentoring session will cover following aspects:

- Overview of illegal wildlife trade trends and financial aspects of illegal wildlife trade;
 - Money Laundering Fundamentals and Investigation;
 - Investigative Interviewing Techniques;
 - Wildlife Crime Intelligence Analysis;
 - Tracing of Fund Investigation technique;
 - Terrorism Financing and Wildlife Crime: what you need to know;
 - Undercover Operations and Informants Networks for Wildlife Crime Investigation;
 - Wildlife Supply Chain Analysis;
 - Chain of Custody & Evidence in Wildlife Crime Investigation;
 - Asset Recovery: how to destroy financial foundation of criminal networks;
 - International Assistance to address wildlife trafficking;
 - IBM i2 software application for investigation of wildlife crime cases;
 - Prosecution of Wildlife Crime Cases (tasks and timeframe);
 - Human Rights in investigation and prosecution
- Between mentoring sessions, the trainees will be connected with GFF, US HSI, and LATF professionals via WhatsApp and Zoom for secure communication and information exchange on particular cases. In this way, the trainees will have constant access to the mentors to discuss and consult on specific wildlife crime cases. Additional focus groups for trainees will be conducted by the mentors via Zoom that allow participation of up to 30 officers in one video session.
89. As a result of the in-depth mentoring the selected Madagascar investigators and prosecutors will develop strong skills to professionally work on wildlife crime cases and will serve as trainers/mentors for other investigative and prosecution staff working on wildlife crime issues in Madagascar.
90. **Key partners for the Output delivery:** Ministry of Justice, Grace Farms Foundation, TRAFFIC, USAID, UNODC, INTERPOL.
91. **Output Budget:** \$320,000 (2 year-long mentoring program) + \$200,000 (equipment for WCU/MEDD) = \$520,000

Outcome 2. Operationalized target NPAs combat wildlife and forest crime effectively

Output 2.1. Target NPAs have all mandatory planning and management documents including functional zoning for conservation and development goals and are officially operationalized by MEDD

92. The project will assist MEDD/DREDD to develop following mandatory documents for the Behara-Tranomaro, Sud-Ouest Ifotaky, and Angavo NPAs:
- EIES - Environmental and Social Impact Study;
 - PGESS - Environmental and Social Safeguards Management Plan;
 - PAG - Management Development Plan with 5-year action plan and budget;

- NPA Functional Zoning;
- Development/renewal land titles and development of the TGRN agreements for Community Associations (COBAs) residing in the NPAs so they can participate in the NPAs co-management;
- NPA management transfer documents (management transfer contract and specifications);
- Co-management agreements for each NPAs between MEDD, COBAs, and NGOs (Dina or village conventions);
- Restoration plans for each NPA to restore degraded forest landscapes;

All the documents will be developed in fully participatory approach and submitted to the MEDD for review, official approval, and issue of the Decrees about the NPAs establishment that will lead to the full NPAs operationalization.

93. Management planning for the NPAs should ideally follow the key basic principles below:

- A management plan (MP) has to be based on the Result-Based Management (RBM) concept with clear identification of the plan Goal (desired and achievable status of Conservation and Development Targets) and Objectives (aimed to reduction of direct threats for the Conservation Targets and establishment of enabling conditions for the Development Targets) and clear links between the plan expected results of different level: Outputs (products and services of the MP implementing team), Outcomes (increased capacity of NPA management), Mid-Term Impacts (reduction of direct threats for NPA's biodiversity and establishment of conditions for sustainable development of local communities) and Long-Term Impacts (improvement of status of key wildlife species and ecosystems as well as of well-being of local communities in the NPAs). The MP should incorporate Financial Sustainability Plan/Strategy with key sources of funding to support the NPA development. Expected management results at all levels should be measurable and need to have clear Indicators. For each MP, a clear Theory of Change should be developed and clarified with key stakeholders based on existing approaches of the IUCN First Line of Defense, or WWF's Open Standards for Conservation Planning, or UNEP's Review of Outcomes towards Impacts (ROtI), or other models based on the RBM;
- A MP has to be developed in fully participatory approach and involve all key stakeholders in the planning process, including local administration, relevant government agencies, COBAs and Rural Communes inside and around NPAs, NGOs supporting the NPA, and private sector entities (if present in the area);
- A MP ideally should be based on the ecosystem and habitat map for the entire area of the NPA (can be developed based on ready for use data of the Global Forest Watch and basic interpretation of last Landsat 7 or 8 imageries freely available on-line), maps of key threats to the PA (e.g., known poaching sites, deforestation hotspots, areas of wild fires, mining sites, etc) and topographic maps showing relief, water bodies, populated places, and roads. The maps should be used to delineate management zones for the PA (e.g., settlement and agriculture zone, sustainable forest and wildlife management zone, and strictly protected zone) and planning of key interventions under the MP;
- A MP has to be designed for no more than 5-10 year period and include budgeted M&E plan to allow lessons learning and adaptive management through the implementation;
- Ideally a MP should have a Wildlife Adaptive Management section with simple population growth models for key species (e.g., tortoises and lemurs) and wildlife monitoring plan with detailed survey methodology;
- A MP should include Special Operating Procedures for NPA rangers (community forest monitors) to deal with wildlife and forest crimes.
- A MP should have clear Operational and Financial Plan (2-3 years) with timelines to deliver the MP's Outputs, responsible persons, required budgets and indicated sources of the budgets;

- A MP has to be in agreement with MEDD/DREDD plans and aligned with other relevant development and conservation strategies/programmes in the project area.
 - A MP has to have clear mechanism for implementation with potential involvement of supporting NGOs, donor organizations, private sector, and communities to facilitate and control the process of MP implementation (e.g., PA management committee) or other forms of management mechanism.
94. Miaro Association working in the project area has considerable experience on development of mandatory documents for NPAs operationalization and management and can potentially assist MEDD to deliver this Output.
95. **Key partners for the Output delivery:** DREDD, Local Administrations, COBAs, Rural Communes, Miaro Association, SEED Madagascar; UNDP, AFD, and WB projects in the GEF project area.
96. **Output Budget:** \$219,000

Output 2.2. Target NPAs have sufficient and trained staff for PA management, wildlife and forest crime enforcement, and biodiversity monitoring

97. To implement the NPA management plans effectively the following trainings, mentoring, and refreshers will be provided to the NPAs staff (MEDD/DREDD officers and local community members)¹⁰⁶:
- Anti-poaching tactic and arrest training and annual refreshers for MEDD and DREDD staff working for NPAs protection (at least 15 officers should be trained annually);
 - Training and annual refreshers on Standard Operating Procedures for Crime scene investigation and evidence gathering for MEDD/DREDD staff and Community Forest Monitors (at least 30 officers and community forest monitors should be trained annually);
 - Collection and analysis of spatial information using SMART technology training and annual refreshers for MEDD/DREDD staff and Community Forest Monitors (at least 50-60 officers and community forest monitors should be trained annually);
 - Human rights in law enforcement operations training and annual refreshers for MEDD/DREDD staff and Community Forest Monitors (at least 50-60 officers and community forest monitors should be trained annually);
 - First Aid in the field training and annual refreshers for MEDD/DREDD staff and Community Forest Monitors (at least 50-60 officers and community forest monitors should be trained annually);
 - Species identification and wildlife monitoring training, including camera-trapping, distance sampling, and occupancy for MEDD staff and Community Forest Monitors (at least 30 community forest monitors should be trained before planned wildlife surveys). In the frameworks of the training program baseline, mid-term, and end of the project wildlife population surveys for four key species (Radiated Tortoise, Spider Tortoise, Ring-tailed lemur, and Verreaux Sifaka) will be organized in the NPAs with support of relevant research organizations;
 - Management planning (including use of Miradi Project Management Software), NPA management for conservation and development, use of the PA Management Effectiveness Tracking Tool (METT), and mandatory reporting training and annual refreshers for the NPA management staff (at least 10 managers/officers should be trained annually);

¹⁰⁶ The list of trainings should be updated during the project inception phase to reflect key capacity building priorities at the project start.

- NPA Financial planning and accounting training for management staff (at least 10 managers/officers should be trained annually);
- Restoration (reforestation) of degraded forest landscapes (at least 50-60 officers and community forest monitors should be trained annually).

98. The initial trainings will be provided by external instructors and MEDD staff with focus to select perspective local trainers at each NPA that will be able to provide annual refreshers to the NPA staff during the project implementation and after the project completion. Additionally, following the trainings the project will support the initial NPA patrolling and law enforcement operations for 4 years after the NPA official operationalization. Other operational expenses of the target NPAs will be provided by MEDD and international donors.

99. **Key partners for the Output delivery:** DREDD, Miaro Association, WCS, BioCulture (wildlife surveys), WWF, TRAFFIC, Durrell Wildlife Conservation Trust, Turtle Survival Alliance.

100. **Output Budget:** \$600,000

Output 2.3. Target NPAs have essential equipment and infrastructure for sustainable management and law enforcement

101. To ensure sustainability of the target NPAs, they will be provided with essential equipment and infrastructure. So, the tentative equipment and infrastructure list for each target NPAs will include the following (should be updated at the project inception phase based on most urgent needs of three NPAs by that time):

- Field equipment for at least 50 MEDD/DREDD officers and Community Forest Monitors (uniform, boots, GPS, tents, camping gear, chest webbings, digital camera, binoculars, etc.);
- 10-15 SMART navigation units/smartphones;
- One Toyota Pick-Ups 79 for patrol units;
- 5-7 motorcycles for patrolling;
- VHF radio equipment, including repeaters, will provide critical communication network to support anti-poaching and management in the entire landscape;
- Four computers and printers for a NPA office;
- Solar panels; generators; water pumps; water treatment system; water tanks; sewerage system;
- NPA border and entrance signs;
- Fully equipped temporary tented camp at a NPA, for 20 people at a time;
- Rehabilitation facility for confiscated wildlife (mainly tortoises);
- Two fully equipped tented mobile post (for 6 staff at any time);
- First aid equipment and material;
- Fire fighting equipment;
- Camera-traps for wildlife monitoring.

102. To monitor appropriate use of provided vehicles and equipment the PMU and MEDD will use logbooks for all vehicles (all rides and maintenance) and equipment monitoring lists which will regularly be audited. GPS units will be attached to vehicles and motorcycles to monitor their use. Quarterly auditing missions will be done by the PMU to ensure that NPA staff have all provided equipment in place, correctly use and maintain it.

103. **Key partners for the Output delivery:** DREDD, Miaro Association, WCS

104. **Output budget:** \$1,200,000

Outcome 3. Local communities in target NPAs benefit from improved, diversified and sustainable livelihoods

Output 3.1. Rural Communes at the target NPA have functional Natural Resource Management Committees and Commune’s Natural Resource Management Plans

105. This Output is complementary to the Output 2.1 and will focus on development of the Community Based Natural Resource Management arrangements for the 3 target NPAs to ensure effective management for sustainable development goals. The project will work with four Rural Communes and multiple local communities (fokontany) located in the target NPAs and surrounding area to establish and operationalize Natural Resource Management (NRM) Committees as mechanisms to achieve Development Goals for each NPA. Four NRM Committees will be organized in the NPAs based on the SEED Madagascar experience in Anosy region and will include representatives from of target Communes and local communities. COBAs, MEDD/DREDD, and NGO representatives will be stakeholders in the Committees, but not members of these community bodies. The Committees will plan and manage sustainable use of natural resources by local communities in the target NPAs and surrounding area based on the TGRN agreements established under Output 2.1 and traditional land rights of local people and also make decisions on development priorities for each Rural Commune and target local communities in the NPAs in accordance with the NPA Management Plans developed under Output 2.1. So, the NRM Committees will ensure the management role of the local communities themselves based on traditional land rights aligned with TGRN agreements signed by COBAs. This will ensure that TGRN agreements are managed not only for NPA Conservation Goals, but also for SDGs that are critical for local communities¹⁰⁷. Members of the NRM Committees will be selected by the local communities themselves to reflect local people priorities that often can be paradoxically different from COBAs priorities.

106. After establishment the NRM Committees will be provided with NRM planning, implementation, facilitation, and conflict management trainings potentially by the SEED Madagascar, Miaro Association, and other local NGOs. The Committees will work in strong collaboration with the NPA management staff to develop and implement the Commune’s NRM Plans.

107. As soon as established the Natural Resource Management (NRM) Committees will work on development of simple Commune’s Natural Resource Management (NRM) Plans complementary to the NPA Management Plans developed under Output 2.1. The Commune NRM Plans will focus on achievement of Development/Livelihood Goals for each NPA (NPAs are managed for both conservation and development). Through community-led process facilitated by experienced experts (potentially SEED Madagascar and Miaro Association) the Committees will identify key development and sustainable NRM priorities for each Rural Commune and selected local communities in the project area located in the NPAs. This kind of “bottom – up” community-led process (a feasibility assessment driven by communities themselves) will provide basis for pilot sustainable development, community conservation, and alternative livelihood projects that will be developed and implemented in the framework of the Output 3.2. All identified development priorities and sustainable livelihood

¹⁰⁷ Cullman G. 2015. Community Forest Management as Virtualism in Northeastern Madagascar. *Human Ecology* 43(1). This study clearly demonstrate that COBAs often fail to be a real mechanism of Community Based Natural Resource Management and implement more conservation priorities aligned with interests of International/local NGOs, than development and livelihood priorities critically important for local communities.

mechanisms will be integrated reflected in the Commune's NRM Plans designed for the nearest 2-3 years. The basic principles to develop Commune's NRM Plans are the same as NPA Management Plans (Output 2.1), but with focus on detailed steps to achieve the NPAs Development/Livelihood Goals. Each Commune's NRM Plan will be discussed and corrected at the meetings with local communities to reflect their opinions before their implementation can start under the Output 3.2.

108. Key partners for the Output delivery: Local Communities, Rural Communes, COBAs, DREDD, SEED Madagascar, Miaro Association

109. Output budget: \$260,000

Output 3.2. Local communities implement pilot CBNRM and alternative sources of income projects developed based on the Commune's Natural Resource Management Plans

110. Based on the sustainable development and sustainable NRM priorities identified by the communities in the Commune's NRM Plans (Output 3.1) the project will assist local communities to develop and implement their own pilot projects. The pilot projects will also include necessary trainings for the communities on selected options (e.g. reforestation, water-smart agriculture, bee keeping, etc.). The Communes' Natural Resource Management Committees will select pilot projects for the GEF funding through transparent selective process based on clear selection criteria (e.g., alignment with priorities of the Commune NRM Plan, potential economic and food security impact of the project, number of people involved, impact on NPA species and ecosystems, etc). A selected partner organization (potentially SEED Madagascar or Miaro Association) will assist local communities in development, implementation, and funding of the selected projects. Based on successful experience of the SEED Madagascar and Miaro Association in Anosy region the following indicative pilot projects can be potentially developed in the project area (the final sustainable options will be however identified and evaluated by the communities themselves):

- Beekeeping and honey production for local consumption and trade (women expected to play an important role in the process as bee farms located at the family households);
- Moringa oleifera gardens at households to produce leaves for local consumption and trade (also women expected to play an important role);
- Fruit tree climate-smart gardens involving water-smart technologies and rehabilitation of degraded fields through composting technique (if organized properly this practice can substitute the unsustainable traditional cut and burn agriculture and reduce deforestation rate);
- Tree nurseries and reforestation activities in the NPAs that can potentially be supported by Miaro Association/WWF and other projects after the GEF project is over;
- Introduction of fuel-efficient stoves to reduce the amount of wood taken from the forest and prevent eye infections and lung problems caused by traditional cookstoves;
- Sustainable harvesting of medicinal and aromatic plants (MAPs);
- Community-based ecotourism (if found feasible by the local communities and thematic experts);
- Establishment of Village Savings and Credit Association providing micro-loans for community projects.

111. It is expected that through the pilot projects at least 6,000 local people (50% are women) in in the project area will transition to CBNRM, Sustainable Land Management and other sustainable

practices¹⁰⁸. The great majority of the community pilot projects will be implemented in the target NPAs. However, part of the pilot projects will also target about 10,000 ha of the adjacent to the NPAs area of the Rural Communes land (via partial reforestation and sustainable land management activities). Each of the supported pilot projects will provide an implementation/completion report. The best options and models will be communicated by the project to other local communities in the project area and abroad under Output 4.4.

112. Key partners for the Output delivery: Local Communities, Rural Communes, COBAs, SEED Madagascar, Miaro Association

113. Output budget: \$1,380,000

Outcome 4. Strengthened wildlife crime awareness and improved Knowledge Management and gender mainstreaming to address wildlife and forest crime

Output 4.1. Gender empowerment strategy developed and used to guide project implementation

114. The GEF project will build on the work of gender-oriented organizations' experience to develop and implement an effective Gender Mainstreaming Strategy (as a part of ESMP) to guide the project implementation to:

- Build project partner capacity to mainstream gender and bring along with it globally tested approaches in Women Economic Empowerment strategies that empower women as agents rather than as victims of habitat degradation and climate change;
- Facilitate a multi-stakeholder analysis of the gender issues in all the different components of the programme that will inform the gender strategy and action planning with a clear set of measurable gender indicators.

The project Gender Mainstreaming Strategy should include the following core components (also indicated in the Appendix 19. Gender Analysis and Mainstreaming Plan):

- Gender Analysis and Action Planning;
- Gender Mainstreaming Capacity Building in Implementing Partners, Stakeholder and the Community;
- Gender Mainstreaming Knowledge and Evidence Generation for Policy Influencing;
- Operational Monitoring, Evaluation, and Learning.

115. The Strategy will be used annually to track performance on gender empowerment in the annual Project Implementation Report (PIR), and to identify adaptive measures if performance is weak. In line with the findings of the PIR, the Gender Mainstreaming Strategy will be reviewed and updated annually to ensure that it remains responsive to emerging issues and opportunities. The PIR will include at least one gender mainstreaming 'case study' or story per year. The Gender Mainstreaming Strategy will also provide a high-level framework for ensuring that all project planning is fully gender inclusive. With regard to all community planning and workplans for implementation at specific sites (Outputs 3.1-3.2), it will be necessary to set clear activity-level targets for representation of women and other vulnerable groups. The gender data collected by the project will provide valuable information at the local level that can be incorporated into the national gender strategy review process.

¹⁰⁸ Our assumption based on the previous experience of SEED Madagascar on sustainable livelihood of local communities in South Madagascar (at least 50-60% of 10,000-12,000 people in the project area that will be involved in implementation of the pilot projects)

Key partners for the Output delivery: all partners participating in the project implementation.

Output Budget: \$0 (implemented through salary of KM, E&M, and Communication Officer)

Output 4.2. Participatory M&E and learning framework developed and implemented for the project

116. Participatory project monitoring and evaluation is a key part of the RBM approach practiced by UNEP and GEF for all project and programmes. Thus, the project will develop an M&E system and encourage stakeholders at all levels to participate in M&E to provide sufficient information for adaptive management decision-making. For M&E, the project will use standard UNEP approaches and procedures and following groups of indicators:

117. **Output Indicators** will be used to measure delivery of the project outputs (the project's products and services) and monitor routine project progress on monthly and quarterly basis. Collection of information on the output indicators will be performed by the PMU and represented in the project Quarterly and Annual Reports;

118. **Outcome Indicators** will be used to indicate the progress toward and achievement of the project outcomes (e.g. capacity or behavioral changes happened in result of use of the project outputs by target groups of stakeholders). Collection of information on the outcome indicators will be performed by the PMU and key partners or might require hiring of consultants. Project progress against outcome indicators will be reflected in the Annual, Mid-Term and Terminal Project Reports, GEF Core Indicator Framework, and Mid-Term and Terminal Evaluation Reports;

119. **Mid-Term Impact Indicators** will demonstrate how the project outcomes contribute to mid-term project impacts (e.g. reduction of direct threats for Conservation and Sustainable Development Targets). Collection of information for mid-term impact indicators might require special consultants and appropriate expenses and will be performed generally at the project mid-term and completion to compare project progress in reducing risks against baseline data. Information on mid-term impact indicators will be generally presented in the Mid-Term and Terminal Project Report and Terminal Evaluation Report;

120. **Long-Term Impact Indicators, or GEBs** will be used to measure the level of achievement of the ultimate project impacts (status of wildlife populations, their habitats, improvements in the livelihood and benefits for target communities). Long-term project impacts can be only partially achieved during the project lifetime (5 years) and might fully materialize several years after the project is over. In order to measure long-term project impact, the project will support baseline and end of project population surveys for selected species and remote sensing analysis of woodland cover in the project area to qualify actual project impact on the wildlife population and habitat. Information for long-term impact indicators will be collected with wide involvement of the project partners and consultants and will be reflected in the included in the Mid-Term and Terminal Project Report and Terminal Evaluation Report.

121. **Gender and Social and Environmental Risk Indicators** will be used to assess impact of the project activities on gender equality and involvement of women in sustainable NR management and wildlife crime law enforcement as well as monitor potential social and environmental risks. The project will conduct an ESIA during the Inception Phase and will develop an ESMP including at least the following parts: Human Rights and Safety Action Plan, Community Livelihood Action Plan, and Gender Mainstreaming Strategy (Output 4.3). The ongoing data collection on these ESMP indicators will be annually carried out by the PMU in cooperation with project partners. Additionally, in line with UNEP standard procedures, the Project will set up and manage a grievance redress mechanism (GRM) as

recommended by UNEP (2020) that would monitor and address project affected persons' (PAP) grievances, complaints, and suggestions.

122. **Key partners for the Output delivery:** all partners participating in the project implementation

123. **Output Budget:** \$162,000

Output 4.3. Nationwide public awareness program on biodiversity value and negative impact of wildlife and forest crime targets at least 15,000 people and encourages general public and local communities to report the crime

124. The project will design an awareness program and implement targeted outreach campaign at the national and the project area level based on the AVG experience in Madagascar and TRAFFIC and WildAid experience in other African countries. The campaign will reach general public and local communities with a message on harmful and devastating impact of wildlife and forest crime on the country and the high value of biodiversity conservation communicated through social media, mobile phone messages, local newspapers, TV, and radio. Ideally the campaign can be connected to the wildlife and forest crime hotline project run by AVG to extend its coverage through of the country, and especially in the project area¹⁰⁹. The hotline can be also directly connected to the MEDD or inter-agency Wildlife Crime Unit (if established) to follow up on the general public reports about wildlife and forest crime. The effectiveness of the campaign will be monitored through Output 4.2 and it will contribute to the project Knowledge Management and lessons learning (Output 4.4).

125. **Key partners for the Output delivery:** DREDD, AVG, TRAFFIC, USAID

126. **Output budget:** \$196,500

Output 4.4. Lessons learned from the project are used nationally and shared internationally (including through GWP network)

127. An effective M&E system (Output 4.2) and regular analysis of M&E data will allow the project: (i) to identify the most effective project strategies; (ii) to check project assumptions (hypotheses) and risks; (iii) to prepare management response to changing political, economic, and ecological environment; (iv) to learn from successful and unsuccessful project experience; (v) to incorporate learning in the project planning and adaptive management; and (vi) share experience among GWP, GEF and other projects in Africa and the world. Lessons learned through the project cycle will be reflected in the Annual Project Reports to ensure that the project uses the most effective strategies to deliver project Outputs and achieve project Outcomes in the changing environment.

128. To systemize and share its lessons and knowledge, the project will use different communication means including:

- A project Communication and KM Strategy that will be developed at the inception phase;

¹⁰⁹ To reach AVG people in the country need only dial 5-1-2. The calls are free. The group marketed the line in newspaper and social media ads earlier in 2019 year, and calls have increased. The most common subject is illegal logging, though callers cover a variety of other topics, including land grabbing. AVG lawyers provide advice to callers and follow up by doing their own investigative work, seeking to verify important claims. When they have solid evidence of a crime, they share it with relevant government ministries and law enforcement agencies. The work is now funded by the United States Agency for International Development (USAID).

- A project page on the MEDD web-site with available project reports, publications, press-releases, datasets, draft and final legislative documents, developed management plans, etc.;
- Six month or annual project information bulletin;
- Special paper publications, including manuals, guidance, methodologies, etc.;
- Publications and presentations at the Virtual Knowledge Exchange hosted by the Global Wildlife Programme;
- Collaborative and experience exchange meetings with other GWP projects in Africa and Asia and other relevant projects;
- Exchange visits for local communities, NPA and LE agencies to demonstrate the best practices;
- Stakeholders Knowledge Exchange Events hosted by MEDD;
- Publications in mass media, conservation, and scientific journals; and
- Other available communication tools and approaches.

129. **Key partners for the Output delivery:** all partners participating in the project implementation, other GWP Child Projects.

130. **Output budget:** \$189,275

3.4. Intervention logic and key assumptions

131. Project intervention logic (Theory of Change) and key assumptions are depicted on Fig. 5:

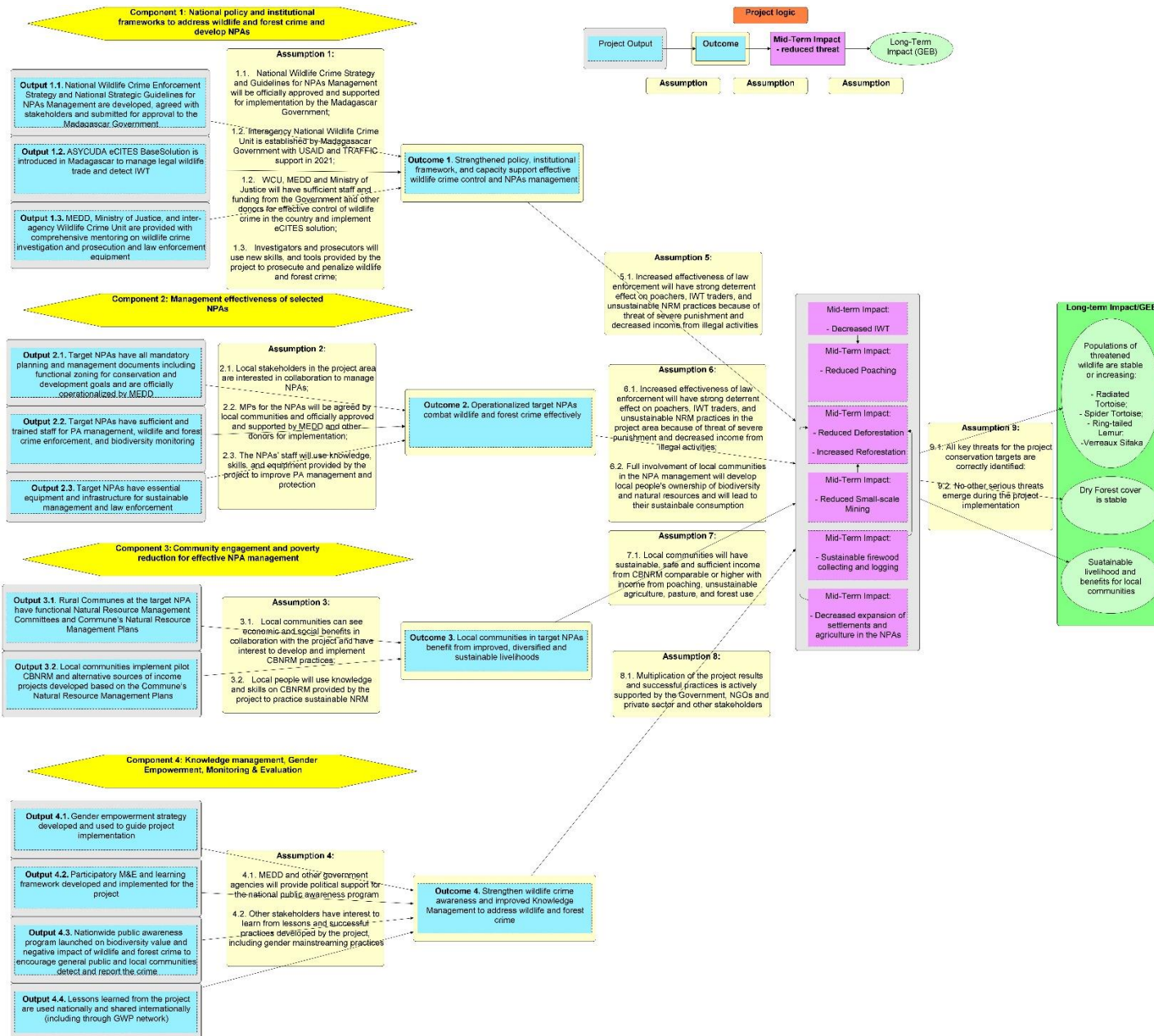


Figure 5. Project Theory of Change (see Fig. 2 for the barriers addressed by the project strategies)

3.5. Risk analysis and risk management measures

134. During the PPG process and ESSF assessment, a set of key project risks was identified (see **Table 6** below). The risks are divided in two categories: (1) the external and internal risks to the project implementation, achievement and sustainability of the project results; and (2) the risks that can be produced by the project itself in social and environmental spheres (ESSF risks) at national and/or project area levels. The project will monitor both categories of risks quarterly and report on the status of the risks to the UNEP. Management responses to High risks will also be reported to the GEF in the annual PIRs.

Table 6. Project Risks and Risk Management Measures

Risk Description	Impact (I), Probability (P) and Risk Level (RL)	Risk Management Measures
Risks to the project implementation, achievement, and sustainability of the project results		
Covid-19 pandemic may disrupt and delay the project implementation due to travel and meeting restrictions.	I=5 P=5 RL=25 High	This threat already impacted the project development (PPG phase). To mitigate this threat a great majority of the project stakeholder consultations were conducted remotely through email, phone, skype, and other means. To mitigate the risks during the project implementation the following measures will be used: <ul style="list-style-type: none"> • PMU will monitor Covid-19 situation at national level and in the project area; • MEDD and PMU will explore options for to conduct the Inception Workshop, Project Steering Committee, and other stakeholder meetings remotely through on-line platforms and/or with limited number of participants practicing protective measures; • The project is designed on the partnerships with organizations mainly located in Madagascar that will limit the needs of international travel to implement the project; • Part of the project Outputs can be delivered remotely via on-line tools, including mentoring, if necessary; • Some of the project activities can be reasonably delayed until restrictions are over in the framework of adaptive management and later fast-tracked for implementation; • The GEF will be informed in case of delays and the project can request a reasonable extension to deliver all Outputs;
Covid-19 pandemic may continue to disrupt the country's economy and may negatively impact Government co-financing commitments to the project	I=5 P=4 RL=20 High	This risk can negatively influence the project implementation through insufficient co-financing. To mitigate the risk the PMU will implement the following measures: <ul style="list-style-type: none"> • Review and prioritizing of the project activities to ensure GEF funding and co-financing is sufficient for the most important of them; • Leverage additional resources from international donors, NGOs, and private sector to mitigate impact of insufficient government co-financing.
Covid-19 pandemic may continue to disrupt international supply chain integrity and lead to increased prices for equipment and services planned for delivery in the project framework	I=3 P=3 RL=9 Moderate	In result of the risk prices for equipment and services the project is going to procure may increase. To mitigate this risk the project can: <ul style="list-style-type: none"> • Review and prioritize the list of equipment and services to deliver the most critical of them; • Leverage additional resources form international donors, NGOs, and private sector; • Explore the market and find less expensive options for the same equipment and services; • Practice usual UNEP procurement rules to select providers with reasonable prices (without undermining quality of the equipment and services)

<p>Low MEDD capacity for effective project management may result in implementation delays and incomplete achievement of project Outcomes</p>	<p>I= 3 P=3 RL=9</p> <p>Moderate</p>	<p>UNDP HACT Assessment of MEDD as the project Executing Agency in 2020 demonstrated overall Significant risk and low capacity for the project management. To mitigate this risk the following measures will be implemented:</p> <ul style="list-style-type: none"> • UNEP will provide MEDD with comprehensive capacity building and project management program that will be completed before the project will start; • The project document defines key partners for implementation of the project Outputs as a guidance to the PMU procurement process; • PMU will have a sufficient staff with clear responsibilities and will be provided with training on the Results-Based Management (RBM), UNEP project planning, reporting, implementation, and monitoring process by UNEP; • PMU will have an experienced Wildlife Crime Enforcement Expert (International Consultant) working part-time to guide the PMU through UNEP project planning, reporting, implementation, and monitoring process.
<p>Insufficient national and local capacity for complete delivery of the project Outputs and sustainability of the project Outcomes.</p>	<p>I= 3 P=4 RL=12</p> <p>High</p>	<p>Despite relatively high political commitment of the Madagascar government to fight wildlife crime, capacity of the key law enforcement agencies (MEDD/DREDD) to fight IWT and manage NPAs remains low (agencies are understaffed, level of skills and knowledge is insufficient, necessary equipment is lacking, funding is limited. At the same time local communities in the project area have low capacity for sustainable natural resource management and almost full lack of relevant experience (NPA co-management and alternative livelihoods). To mitigate the risk the project will:</p> <ul style="list-style-type: none"> • Invest considerable resources in capacity building of the law enforcement agencies, NPAs, and local communities to plan, manage and monitor wildlife crime, and implement sustainable NRM under all three key project components (1-3); • Involve a wide range of experienced international partners and consultants in the project implementation that have significant experience in Madagascar and abroad as well as capacity to ensure delivery of the project outputs in cooperation with local stakeholders in time and with high quality; • Incorporate financial planning in the NPA management plans and communal NRM plans, including identification of markets for communal production and services; • Cooperate with other projects to build strong partnerships and sustain the GEF project results over 5-10 years via leveraging additional financial resources.
<p>Mal-governance and endemic corruption at national and local levels can undermine achievement of the project Outcomes</p>	<p>I=3 P=3 RL=9</p> <p>Moderate</p>	<p>Addressing mal-governance and corruption requires considerable high-level political support and commitments. Reducing its impact requires action and can also be addressed through tighter regulatory structures and effective project monitoring and evaluation that highlight when inappropriate action is being taken. The project will use following means to address corruption and mal-governance:</p> <ul style="list-style-type: none"> • National Wildlife Crime Enforcement Strategy (Output 1.1) will include block of activities to fight corruption in wildlife and forest crime enforcement; • eCITES permitting system (Output 1.2) will eliminate or considerably decrease influence of human factor on the decision-making and actually it represent the tool to detect corruption and fraud in CITES permits; • Wildlife crime investigation and prosecution mentoring (Output 1.3) will include a block on anti-corruption and anti-money laundering practices; • Procurement of equipment for the NPAs (Output 2.2) and WCU/MEDD (Output 1.3) will be done in accordance with UNEP rules to prevent corruption and mal-use of procured items. Strict M&E and project oversight will be essential for the use of the project funds and equipment, including vehicles; • Additionally GRM in the project area can be used to report on cases of the project related corruption and mal-governance;

		<ul style="list-style-type: none"> • Selection and funding of community pilot project (Output 3.2) will be done through transparent process led by Communal NRM Committees and supervised by the PMU and project partners; • Output 4.3 will enhance the use of wildlife crime hotline in Madagascar and can be used as a tool to report wildlife and forest crime corruption cases by general public; • The GEF project will build strong collaboration with USAID Targeting Natural Resource Corruption Project in Madagascar to incorporate the best practices; • Collaboration with other internationally funded high-profile projects in Madagascar will further stimulate the government's efforts to fight corruption and malpractice in the project implementation.
Risk of attacks on project staff and project stakeholders from organised crime syndicates and local bandits (<i>dahalo</i>)	I=4 P=2 RL=8 Moderate	<p>The traditional practice of cattle rustling by <i>dahalo</i> remains widespread throughout the south of the country and is particularly of concern in the target area. Traditionally a rite of passage for young men, the practice of <i>dahalo</i> has become widespread and more akin to banditry and lawlessness. Security in the project areas is of concern to most who live and visit the areas (women and forest monitors interviewed have expressed concern at being attacked when venturing into the forests or walking to collect water). Following measures will be implemented to address the risks:</p> <ul style="list-style-type: none"> • PMU will monitor security situation in the project area and will obtain clearance from UNEP security staff before initiating any project activities there; • The project staff, partners, and stakeholder in the NPA will be trained and regularly briefed on security and safety measures in the project area; • The project will work to develop collaboration between police, MEDD, DREDD, and Community Forest Monitors to implement joint patrols in the NPAs; • Community Forest Monitors will constantly collect information on wildlife crime and <i>dahalo</i> activities in the project area using SMART system and inform local stakeholders and project staff on security threats.
Benefits provided by the project to local communities through NPA co-management and sustainable livelihood may be insufficient to draw them from poaching, illegal wildlife trade and other destructive practices	I=3 P=3 RL = 9 Moderate	<p>The project will address this risk through the following measures:</p> <ul style="list-style-type: none"> • Operationalization of the NPAs and capacity building of wildlife crime enforcement capacity building will increase level of the area protection and create significant disincentives for illegal activities (Outputs 1.2, 2.1-2.3); • The project will assist COBAs to develop and renew land titles for the project area to ensure ownership of natural resources and effective co-management of the NPAs; • Under Outcome 3 the project will invest significant resources (\$1,700,000) in the development of sustainable NRM and alternative sources of income in the NPAs based on decision and choice of local communities; • The project will use already proved and tested models to deliver Output 3.2. to make sure they will work in the project area; • The project will collaborate with other projects to attract additional investments in sustainable livelihood in the projects area and find appropriate markets for community production and services.
COBAs will not be able to obtain land titles and TGRN agreement to participate in the NPAs co-management due to competing land use priorities, insufficient local governance capacities, and lengthy bureaucratic procedures.	I=4 P=2 RL = 8 Moderate	<p>Land tenure uncertainty in the new PA landscape could impact on project efforts to conserve biodiversity and ensure sustainable livelihoods. To address this risk the project will:</p> <ul style="list-style-type: none"> • Assist target COBAs to obtain/renew land titles and TGRN agreements and facilitate the process in cooperation with local government and MEDD (Output 2.1); • Work with local government to develop appropriate functional zoning for the PAs to allow management both for conservation and development based on balanced trade-off approach (Output 2.1); • Build COBAs capacity for effective NPA co-management and sustainable NRM (Outputs 2.2, 3.1-3.2)
Conservation and sustainable livelihood models introduced by the project in the	I=5 P=1	The project area has a harsh climate with erratic rainfall and frequent draughts, accompanied by dust and sand storms. Due to climate change severity and

target NPAs may be destroyed or degraded by the effect of climate change (mainly by increased duration and frequency of draughts)	<p>RL=5</p> <p>Moderate</p>	<p>frequency of the draughts is projected to increase in the nearest 10-20 years. The likelihood that climate change effects significantly affect project results in the project lifetime is low, however, they can effect sustainability of the models introduced by the project in the long-term. To mitigate the risk the project will:</p> <ul style="list-style-type: none"> • Introduce climate change projections and habitat models in the development of the NPAs management plan (Output 2.1); • Reduce non-climate threats for the project area (poaching and deforestation) that are likely to be exacerbated by the climate change (Output 2.1-2.3); • Restore forest ecosystems in the project area as a buffer for climate change impact using local species well-adapted to draughts (Output 3.1-3.2); • Use climate-smart agricultural approaches to improve traditional land use (focus on more resilient to drought varieties of plants; sustainable use of NTFP; water-smart intensive agriculture on limited areas around permanent wells as an alternative to fragile to climate change slash and burn practice, etc.) (Output 3.2-3.2)
Social and Environmental (SESP) Risks that may be triggered by the project		
Multiple moderate social project risks can have significant negative impact on local communities in the project area	<p>I= 3</p> <p>L=3</p> <p>RL=9</p> <p>Moderate</p>	See risk descriptions in the Appendix 17. UNEP Safeguard Risk Identification Form (SRIF) and management measures in the sub-section 3.11. The project will implement ESIA, develop a ESMP and will follow the ESMP during implementation of the project activities.

3.6. Consistency with national priorities or plans

135. The project is fully aligned with national priorities. It will directly contribute to implement the National Biodiversity Strategy and Action Plan 2015-2025, the Law on the Environment Charter and Protected Areas Management Code (COAP), National Scientific Research Strategy (promoting green technologies and clean energy), National Spatial Planning (NSP) (with perspective scheme of Protected Areas for the nearest 30 years). The project is in line with Madagascar obligations to the Convention on Biological Diversity (CBD) and CITES and will directly contribute to improvement of national CITES legislation and implementation of the Durban Declaration.

136. The project is also consistent with the Madagascar Environmental Plan for Sustainable Development (PEDD). PEDD is intended as a strategic reference document for Madagascar for environmental management and sustainable development. The goals have been identified in the context of the PEDD that align closely with this project, namely: (i) the implementation of PEDD will contribute to a systematic decentralization and local development to increase the responsibility of collectivities and communities in the governance of the natural resources in their territory; (ii) Economic productivity and growth based on the valuation of the natural capital; and (iii) an equitable sharing of the benefits of Nature for equitable and sustainable development in all territories.

137. The project will contribute to the implementation of the National Strategy on Forest Landscape Restoration validated in February 2017, that highlights the importance of the participation of all stakeholders in the implementation of forest restoration and management. This strategy brings together different actors with a common interest in sustainable landscapes. The strategy has four strategic orientations: (a) ensure good governance in the implementation of RPF activities (political, legal and institutional framework); (b) ensure consistency in the application of decentralised/deconcentrated territorial planning tools; (c) implement technical measures in the scaling up of RPF actions; and (d) intensify the mobilization of resources for the RPF and establish a sustainable funding mechanism to benefit the resilience of the population, biodiversity and Land Degradation Neutrality.

138. The CITES Strategic Vision 2021-2030 emphasizes the importance of national commitment to implementation of the Convention and its principles. The project will support compliance through development of national and local capacity to effectively address wildlife crime via legislative, capacity

building, and direct law enforcement initiatives and contribute to the Strategic Vision's **Goal 1: Trade in CITES-listed species is conducted in full compliance with the Convention in order to achieve their conservation and sustainable use; Goal 3: Parties (individually and collectively) have the tools, resources and capacity to effectively implement and enforce the Convention, contributing to the conservation, sustainable use and the reduction of illegal trade in CITES-listed wildlife species; and Goal 5: Delivery of the CITES Strategic Vision is improved through collaboration.**

139. Madagascar is among the more than 150 countries that at the United Nations Sustainable Development Summit on 25 September 2015, adopted the new 2030 Agenda for Sustainable Development, including the Sustainable Development Goals (SDGs). Thus, via managing the development challenges described above (poaching, IWT, deforestation, and climate change) the project will directly contribute towards the attainment of the country's SDGs such as **Goal 1 No Poverty** and **Goal 2 Zero Hunger** (via addressing continuous degradation of natural resources, deforestation and climate change, and development opportunities for their sustainable use by local communities); **Goal 5 Gender Equality**, **Goal 8 Decent Work and Economic Growth**, and **Goal 10 Reduced Inequalities** (for building opportunities for women and youth for employment in sustainable wildlife, forest, and PA management); **Goal 13 Climate Action** and **Goal 15 Life on Land** (via protection of iconic wildlife species and stopping degradation of the biodiversity and ecosystems) as well as **Goal 16 Peace, Justice and Strong Institutions** (via NPA effective governance and NRM planning as well as via addressing poaching and IWT). The project is designed to contribute to the Madagascar's **United Nations Development Assistance Framework (UNDAF) Outcome 1: Access to income and employment opportunities for vulnerable groups and improved resilience of these groups for inclusive and equitable growth to achieve sustainable development.**

140. The project is consistent with the Aichi Biodiversity Targets and will contribute to their achievement, particularly **Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use, Target 5: By 2020, the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced;** and under **Strategic Goal D: Enhance the benefits to all from biodiversity and ecosystem services, Target 14: By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable;** and **Target 15: By 2020, ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification.**

3.7. Incremental cost reasoning

141. The GEF Instrument states that "the GEF...shall operate for the purpose of providing new and additional grant and concessional funding to meet the agreed incremental costs of measures to achieve agreed global environmental benefits" in the GEF focal areas¹¹⁰. The incremental value of this GEF project is explained in the Table 7 below.

¹¹⁰ Instrument for the Establishment of the Restructured Global Environment Facility, paragraph 2

Table 7. GEF Incremental Contribution as per Component of the Project

Baseline Scenario (Business as Usual)	GEF Incremental Contribution (what the GEF project will contribute)	Key Outcomes and GEBs expected with the Alternative Scenario
Component 1. National policy and institutional frameworks to address wildlife and forest crime and develop NPA		
<p>Despite Madagascar government commitments to address IWT and deforestation as national issues and initial cooperation with international partners (ICCWC, UNODC, CITES, World Bank, USAID, etc.), the country still does not have policy, institutional framework and capacity to address these serious issues. Madagascar still does not have a National Wildlife Crime Enforcement Strategy to define short-term and long-term priorities for combating wildlife trade (CWT) in the country as well as responsibilities and roles of different partners (government agencies, international organizations, NGOs, and private sector) for that. Without incremental input from the GEF this situation is likely to continue for the nearest 3-5 years at the expense of biodiversity of the country.</p>	<p>GEF funding will proactively address this gap and support development of the National Wildlife Crime Enforcement Strategy for the country as one of the key priorities identified by the ICCWC Strategic Programme 2016-2020 (Activity 2.3). The strategy will allow the country to prioritize measures to address wildlife crime as a set of complex measures with clear roles of different actors from law enforcement agencies to local communities and private sector.</p>	<p>The likely outcomes/GEBs of proper implementation of the National Wildlife Crime Enforcement Strategy are the following:</p> <ul style="list-style-type: none"> • Decrease of national deforestation rate; • Decrease of national poaching and IWT rates; • Stabilization of wildlife habitat in the country; • Stabilization and restoration of wildlife populations
<p>The mechanisms through which NPAs in Madagascar are identified and designated have been described, but the governance mechanisms to manage and conserve biodiversity and engage with communities remain incomplete, resulting in a suite of ‘paper parks’ lacking any formal structures for their effective oversight and control. The managers of the NPAs face financial, management and capacity challenges to address the new combined goals of conservation and poverty alleviation for sustainable development. Without clear management guidance and careful balancing trade-offs between conservation and development the NPAs are likely remain inefficient paper parks without sufficient input to the national biodiversity conservation.</p>	<p>GEF funding will provide an effective solution for this situation. Development of the National Strategic Guidelines for NPAs Management to address both conservation and development objectives in the IUCN Category V Protected Areas will follow up on the results and lessons learned of the current the UNEP/GEF Project “Strengthening the Network of New Protected Areas in Madagascar” and recommendations of the IUCN WCPA Best Practice Guidelines for Protected Area Managers Series. The Guidelines will provide a comprehensive official advice for NPA promoters and managers on the best practices on development and examples of mandatory documents for NPAs establishment and operationalization; recommendation and best practices on development of co-</p>	<p>Approval and implementation of the National Strategic Guidelines for NPAs Management in Madagascar will allow:</p> <ul style="list-style-type: none"> • Considerably increase effectiveness and sustainability of the national NPAs system; • Ensure full involvement of local communities in conservation and sustainable development; • Effectively balance conservation and sustainable development objectives in the NPAs; • Provide a model of NPA management based on community commitments that can be replicated in other countries.

	<p>management structure for the NPAs; management planning for conservation and development goals based on trade-off analysis and functional zoning of the NPAs; guidelines for NPA management, planning, and reporting, including wildlife and forest crime law enforcement and biodiversity monitoring; recommendations for building relationships with donors, communities, NGOs, and private sector to achieve NPAs objectives.</p>	
<p>Despite introduction of ASYCUDA (The UNCTAD Automated System for Customs Data), the country still relies on a paper-based CITES permitting system that is vulnerable for fraud and corruption and often used by wildlife traffickers to conceal illegal wildlife and timber trade activities through the legal permitting system. In the business-as-usual scenario this situation is likely continue for 5-10 more years given IWT actors to effectively exploit weaknesses of the national CITES permitting system and smuggle the country's biodiversity resources abroad largely undetected.</p>	<p>The GEF funds will allow the country to cover this gap and introduce the ASYCUDA eCITES BaseSolution to Madagascar in the nearest 3-4 years for application of the CITES National Management Authority and Customs at the key country's exit/entry points. eCITES will help government agencies to better target their inspections related to legal wildlife trade and IWT, and identify those actors that break the law.</p>	<p>Implementation of the ASYCUDA eCITES BaseSolution in Madagascar will allow:</p> <ul style="list-style-type: none"> • Effectively fight fraud and corruption in the national CITES permitting system; • Cover the regulatory and management gaps exploited by traffickers for smuggling of wildlife and timber; • Increase detection rate of wildlife contraband in cargo and passenger traffic; • Provide evidence for successful wildlife and forest crime investigations; • Build a model of electronic CITES permitting system other countries can replicate.
<p>As was clearly demonstrated by the ICCWC Tool Kit assessment, government agencies responsible for investigation and prosecution of wildlife and forest crime (mainly MEDD and the Ministry of Justice at national and regional levels) have low capacity on wildlife crime intelligence, investigation and prosecution. Additionally, level of collaboration of law enforcement agencies to address wildlife and forest crime at national and regional levels in Madagascar is low without specially developed mechanisms for that. This gap is going to be partially addressed by ongoing initiatives (e.g., by TRAFFIC and USAID) mainly in the form establishment of National Wildlife Crime Unit (WCU) and basic trainings on wildlife crime investigation and prosecution for law enforcement agencies that will not allow the officers to develop professional skills necessary for effective</p>	<p>The GEF funding will allow full operationalization of the WCU (if established), including necessary equipment. Additionally, the WCU officers, as well as MEDD and the Ministry of Justice investigators and prosecutors will be provided with in-depth mentoring program on wildlife crime investigation and prosecution from leading investigation and prosecution professionals (e.g., from US Homeland Security Investigation former and present agents) as a follow up to the trainings provided by TRAFFIC and USAID.</p>	<p>The GEF increment will lead to:</p> <ul style="list-style-type: none"> • Establishment of the national team of investigators and prosecutors with high-level proficiency on wildlife and forest crime cases and connected to the world-class professionals; • Increased number of successful wildlife crime prosecutions and convictions of wildlife traffickers in the country; • Increased number of successful investigation and prosecution of wildlife crime kingpins and middlemen that is the key for disruption of criminal trafficking networks.

wildlife crime investigation. So, without specific and targeted follow up the situation with wildlife crime prosecution and penalization will not probably change much.		
Component 2. Management effectiveness of selected NPAs		
Establishing of NPAs and operationalizing them in Madagascar is a complex process. NPA operationalization and implementation of developed NPA management plans and requirements is a major challenge for promoters and co-managers due to lack of resources and capacity for that. This situation may get worse as a result of COVID-19 economic slowdown and decrease of available conservation funds. As a result, many established NPAs will remain un-operationalized and nonfunctional with almost no effect on biodiversity conservation and sustainable development.	As was mentioned above, this issue is partially addressed by the GEF funds by development of the National Strategic Guidelines for NPAs Management. Complementarily, the GEF funds will allow effectively operationalize three NPAs with a total area of 196,410 ha that are located in the area of high biodiversity value but still remain “paper parks”. Development of all required documents, comprehensive trainings for NPA staff, including community co-managers, and providing significant share of necessary equipment will allow to establish a “best practice model” for NPA operationalization and management in the country.	The GEF intervention will lead to: <ul style="list-style-type: none"> • Full operationalization and improved management of 3 NPAs with total area of 196,410 ha; • Establishment of working models of NPA co-management with active participation of local communities that can be replicated across the country; • Increased level of biodiversity and habitat protection in the project area; • Decrease of poaching and deforestation as the key threats for biodiversity in the project area; • Stabilized forest cover and population of endangered species; • Increased resilience and adaptability of local communities living in the NPAs to climate change.
Component 3. Community engagement and poverty reduction for effective NPA management		
Local communities residing in the project area greatly rely on natural resources to meet their daily needs. To survive local people in the target NPAs are involved in unsustainable bushmeat hunting and trade (e.g., for tortoises), ineffective slash and burn agriculture, artisanal mining, and devastating logging and burning of forests for short-term needs, including charcoal production. However, these mainly destructive activities are often inefficient to provide even basic food security and minimal income. Under this scenario the ecosystems in the project area will continue deteriorate making target communities more insecure, more vulnerable to climate change, and poorer. Poverty and food insecurity in the project area may be exacerbated by the economic impact of COVID-19 pandemic and outflow of human population from cities to rural areas.	The GEF increment will allow to bring innovative community-led livelihood models in the project area (e.g. Community NRM Committees and NRM Plans) proved to be successful in other parts of the Madagascar South and abroad. Additionally, the project will provide funding for community-led pilot projects to develop sustainable models of CBNRM, Sustainable Land Management, climate-smart agriculture, and other forms of alternative income complementary to biodiversity and habitat conservation. This initiative will target at least 12,000 of local people in the project area	The GEF input will lead to: <ul style="list-style-type: none"> • Estimated 6,000 local people (50% are women) practicing sustainable farming and CBNRM models in the project area; • Increased food security and income for local communities through sustainable practices; • Estimated 10,000 ha of habitat and land outside of the NPAs under sustainable management benefiting biodiversity conservation; • Innovative sustainable NRM models that can be replicated outside of the project area; • Decreased deforestation rate and increased reforestation in the project area; • Increased resilience and adaptability of local communities to climate change.

Component 4. Knowledge Management, Gender Empowerment, Monitoring & Evaluation		
<p>Much of the knowledge that has emerged from previous conservation and sustainable development programs and projects in Madagascar is contained in reports that form 'grey' literature, which is not centrally archived or accessible. This limits its application to other sites or use by other partners. Some information that is retained in central repositories is not shared with decentralised regional authorities, who remain unaware of new approaches, technologies or tools that could be adapted to their particularly situation. In addition, the lack of awareness on devastating effect of poaching, IWT, and deforestation on Madagascar environment, economy, and communities and insufficient involvement of key stakeholders (local governments, NGOs and private sector) in wildlife and forest conservation is widespread in the country.</p>	<p>The GEF funding will bring innovative Knowledge Management approach through effective M&E, gender mainstreaming, and lessons learning in conservation practice of MEDD and other stakeholders in the country. This approach will allow to register, share, and replicate (or avoid in case of negative experience) each practice, model, and approach implemented by the project, including both successes and failures with other stakeholders in the country and abroad. Additionally the project will fund a national wildlife crime awareness campaign with a goal to encourage people to report environmental crimes to law enforcement agencies, including poaching and wildlife trafficking. It is planned that the campaign will reach out at least 15,000 people, especially in Toliary Province and the project area.</p>	<p>Expected GEF increment will lead to:</p> <ul style="list-style-type: none"> • Increased effectiveness of biodiversity conservation in the country through effective lessons learning and sharing system; • Increased participation of females in conservation and sustainable NRM activities; • Increased awareness of Madagascar population on wildlife crime, its negative impact, and way to report it to authorities for investigation and prosecution; • Increased visibility of conservation initiatives by Madagascar for other countries.

3.8. Sustainability

143. The project will ensure the sustainability of the Outcomes through a number of means integrated in the delivery of the project Outputs.

144. *Financial and institutional sustainability* will be achieved by (i) involving key partners and donors with a long-term presence in the country and in the project implementation area (e.g., USAID, UNODC, TRAFFIC, WCS, Miaro Association, SEED Madagascar, etc.); (ii) ensuring ownership of the project results by the government agencies (e.g., via establishment of the MEDD-based eCITES Project team and integration of wildlife crime investigation and prosecution mentoring in the institutional capacity building programs of relevant agencies) and local communities (e.g. through community-led process to identify and implement NRM priorities in the project area); (ii) careful financial planning and budget sources analysis integrated in the management planning for the NPAs and community pilot projects in the project area (the NPA Management Plans as well as community NRM plans will include analysis of necessary funding for different activities, sources of the funding that are available for their implementation, and identification of effective markets and value chains for community products and services); (iii) development of collaboration mechanisms for NPA co-management based on intensive community participation; (iv) development of sustainable and efficient CBNRM and alternative income models for local communities that allow long-term community investment in the NRM and ownership of natural resources in the project area; (v) considerable initial investments in the NPAs equipment and infrastructure as well as community pilot projects that should be sufficient for nearest 5-10 years after the end of the project; (vi) collaboration with other sustainable development projects in the project area and leveraging of their resources to support and multiply the GEF project results.

145. *Environmental sustainability* will be achieved through the implementation of all project Outputs that aim to improve wildlife crime law enforcement, protection for endangered wildlife and forest habitat, NPA management, and sustainable CBNRM. The achievement of the project Outcomes will lead to reduction of poaching, IWT, deforestation, in the project areas and finally to stabilizing of the wildlife populations and their habitats (see Fig. 5), increasing ecosystem health.

146. *Socio-political sustainability*. The social and political sustainability of the project will be achieved mainly through alignment of the project with national political and development priorities and the direct participation of the government agencies and local communities in planning and implementation of the project activities, as well as through the long-lasting direct and indirect project economic and social benefits.

3.9. Replication

146. Innovation for development is about identifying more effective solutions that add value for the people affected by development challenges – people and their governments, our users and clients¹¹¹. In accordance with this definition the project suggests a few innovative tools that can be potentially replicated by other projects and countries:

- The National Strategic Guidelines for NPA Management will provide a tool for effective management of the IUCN Category V PAs for both conservation and development priorities (management for conservation and development is challenging and associated with significant trade-offs between these two often conflicting goals);
- ASYCUDA eCITES BaseSolution introduction is still an innovative process (currently only Sri Lanka have this system in place and functional);
- Operationalization and co-management of NPAs in view of few successful examples in Madagascar and the world;
- Introduction of Community Natural Resource Management Committees (CNRMCs) and community-driven process to identify and implement sustainable development priorities is quite an innovative initiative for a country such as Madagascar and many of the other lowest income countries.

147. In case of successful development and implementation of these innovative mechanisms they can be replicated in other countries of Africa and Asia, applied for other NPAs in the country (NPA co-management models) and all across Madagascar South (community-based models).

3.10. Public awareness, communications and mainstreaming strategy

148. Under Output 4.3 the project will design an awareness program and implement targeted outreach campaign at the national and the project area level based on the AVG experience in Madagascar, and TRAFFIC and WildAid experience in other African countries. The campaign will reach general public and local communities with a message on harmful and devastating impact of wildlife and forest crime on the country and high value of biodiversity conservation communicated through social media, mobile phone messages, local newspapers, TV, and radio. The effectiveness of the campaign will be monitored through Output 4.2 and it will contribute to the project Knowledge Management and lessons learning (Output 4.4).

¹¹¹ <https://www.undp.org/content/undp/en/home/2030-agenda-for-sustainable-development/partnerships/sdg-finance--private-sector/innovation.html>

149. The project already learned from other African countries' experience to combat IWT, manage PAs and develop sustainable communities during PPG process and will use opportunities to learn from other countries and projects, especially from GWP family, as well as share with them its own lessons (both on success and failure) during the implementation phase. In particular, SADC, South and South-East Asia countries are the most important project peers to share experience and best practices leading to stronger inter-agency and international cooperation to fight IWT (in the frameworks of Outputs 1.1 and 1.3). For instance, the project can meaningfully contribute to implementation of the SADC Regional Law Enforcement and Anti-Poaching Strategy in the framework of the Outcome 1. Additionally, the project will specifically learn from successful Sri Lanka experience to introduce eCITES solution and build essential capacity to implement the electronic permitting system (Output 1.2). The project will also look for the best practices on PA co-management and sustainable community development from SADC and EAC countries (e.g. Namibia, Kenya, and South Africa) to ensure effective delivery of Outputs 2.2-2.3 and 3.1-3.2. The South-South learning exchange will be implemented in the framework of the project Output 4.4. *Lessons learned from the project are used nationally and shared internationally (including through GWP network) through the following mechanisms:*

- GWP project network and knowledge exchange platform <https://www.worldbank.org/en/programs/global-wildlife-program/publications> ;
- Meetings of the appropriate CITES Committees (e.g., Animals Committee for tortoises and Plants Committee for timber and flora) and regional thematic groups in SADC;
- South-South Galaxy platform <https://www.unsouthsouth.org/south-south-galaxy/>;
- IUCN PANORAMA Solutions <https://www.iucn.org/resources/conservation-tools/panorama>;
- SADC website <https://www.sadc.int/> and other knowledge sharing platforms.

150. In addition, to bring the voice of Madagascar to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNEP could support engagement with the global development discourse on IWT, livelihoods and CITES. The project will furthermore provide opportunities for regional cooperation with countries that are implementing initiatives on IWT in geopolitical, social and environmental contexts relevant to the proposed project in Madagascar.

151. Specifically, under Output 4.4. the project will use following communication tools:

- A project Communication and KM Strategy that will be developed at the inception phase;
- A project page on the MEDD web-site with available project reports, publications, press-releases, datasets, draft and final legislative documents, developed management plans, etc.;
- Six month or annual project information bulletin;
- Special paper publications, including manuals, guidance, methodologies, etc.;
- Publications and presentations at the Virtual Knowledge Exchange hosted by the Global Wildlife Programme;
- Collaborative and experience exchange meetings with other GWP projects in Africa and Asia and other relevant projects;
- Exchange visits for local communities, NPA and LE agencies to demonstrate the best practices;
- Stakeholders Knowledge Exchange Events hosted by MEDD;
- Publications in mass media, conservation, and scientific journals; and
- Other available communication tools and approaches.

3.11. Environmental and social safeguards

152. The UNEP Safeguard Risk Identification Form (SRIF) screening procedure was followed during the project preparation, as required by the UNEP's Environmental and Social Sustainability Framework (ESSF 2020). Accordingly, the social and environmental sustainability of project activities is in compliance with the SRIF for the project (see Appendix 17. UNEP Safeguard Risk Identification Form). The SRIF identified that the project may produce **moderate social and environmental risk** (see details in the Appendix 17) that would have potential negative impacts in the absence of safeguards in the conditions of ineffective project management. There are no indigenous people in the project areas, therefore the project will not affect their rights and livelihood in any way. To avoid any potential risks for any likely impacts, the project will conduct ESIA and develop ESMP at the project Inception Phase in accordance with the Appendix 18. Environmental and Social Management Framework. The ESMP will include at least following parts: Human Rights and Safety Action Plan, Community Livelihood Action Plan, Gender Mainstreaming Strategy, and Environmental and Climate Impact Mitigation Plan (Outputs 4.1-4.2). The ESMP will take in account potential negative impact of COVID-19 pandemic on the social and environment safeguards and provide for adequate measures to address the impact. **The ESIA will be completed and ESMP developed before any project activities may start** (Quarters 1 and 2 of the Year 1).

153. Responsibility for implementation and monitoring of the ESMP will be assigned to the PMU and Project Steering Committee that will work in cooperation with the Technical Committee in the project area. The project staff and partners will ensure social and environmental screening of all proposed investments to determine if there are any negative impacts. If the impacts are considered significant or cannot be managed by simple and practical mitigation measures that can be implemented within the capacity of the communities and other stakeholders, these activities will be avoided. The Project Steering Committee will monitor social and environmental risk for the project activities on the annual bases (representatives of local communities in the project areas will be part of the Project Steering Committee) using information and recommendations provided by the Technical Committee in the project area. Annually supervision missions of the PMU will assess the extent to which the risks have been identified and managed. Overall, the project is expected to result in positive impacts for biodiversity conservation and socio-economic benefits through the greater participation of local communities in NR management and improved NPA management. However, the project will significantly strengthen law enforcement and protective regime of the target NPAs and may have potentially negative impact on human rights of local communities, access to critical and limited natural resources. Other proposed measures for the risk mitigation are included in the Table 8 below.

Table 8. ESSF Risks and Risk Management Measures

Risk Description	Impact (I), Probability (P) and Risk Level (RL)	Risk Management Measures
<p>Project activities will occur within environmentally sensitive areas and will involve sustainable resource harvesting and reforestation activities, posing insignificant potential risk to sensitive habitats and species through potential habitat destruction and introduction of invasive species, if not designed and undertaken properly.</p>	<p>I = 2 P=2 Low</p>	<p>An environmental and social impact assessment (ESIA) will be carried out at project inception (Year 1) to assess some potential project risk on the environment, followed by a subsequent environmental and social management plan (ESMP) development. If required by the ESIA findings the ESMP will include an Environmental and Climate Impact Mitigation Plan to guide the project implementation (Output 2.3 and 3.2).</p> <p>The project will implement careful management planning and zoning of the NPAs to allow effective management for both conservation and development goals (Output 2.1). During the process the project will evaluate some essential trade offs between conservation and development goals and incorporate that in</p>

<p>The target NPAs are key sites for the project interventions and investments to develop effective law enforcement, NPA management, and sustainable NRM. These activities (e.g., establishment of some light infrastructure, trail cleaning, and vehicle movements) can impose some insignificant threat to the habitat and disturbance to endangered species. Additionally the project will support some reforestation activities on degraded lands that can impose risk of introduction of invasive species (Output 3.2). Implementation of community sustainable livelihood projects and NRM can impose some threat for and pressure on some of the plant species involved in value chains and clearing of habitat for agricultural activities and risks of uncontrolled fires (Output 3.2).</p>		<p>the NPA functional zoning (development zones of the NPAs will be assigned to already degraded or significantly changed by humans lands and human settlements). Clear guidance for the NPAs staff will be developed to minimize any impact of patrolling and trail supporting activities on the habitats and species, including use of camp fires in the NPAs. Light infrastructure proposed by the project will be set up in the settlements or on degraded lands and will have almost zero influence on the NPA habitat and ecosystems.</p> <p>Outputs 3.1-3.2 will consider only NPA zones designated for development goal management for the NRM planning and implementation of the sustainable livelihood projects. All the projects suggested for implementation to the Commune's NRM Committees will be considered on their alignment with NRA Management Plans and Communes NRM Plans and potential impact on the environment before they can be funded (Output 3.2). Local communities in the NPAs will be instructed on sustainable methods of harvesting of plants and other natural resources and safe use of fire for cooking.</p> <p>Some of the reforestation activities under Output 3.2 will involve use of local native species exclusively. If new agricultural plant varieties will be proposed for SLM projects they will be considered on their potential for invasion in the local ecosystems.</p>
<p>Climate change consequences could potentially affect population of endangered species in the project areas as well as their habitats via increasing frequency and duration of droughts</p> <p>The project area has a harsh climate with erratic rainfall and frequent draughts. Due to climate change severity and frequency of the draughts is projected to increase in the nearest 10-20 years. The likelihood that climate change effects significantly affect project results in the project lifetime is low, however, they can effect sustainability of the models introduced by the project in the long-term.</p>	<p>I=3 P=5 Moderate</p>	<p>To mitigate the climate risk the project will:</p> <ul style="list-style-type: none"> • Introduce climate change projections and habitat models in the development of the NPAs management plan (Output 2.1); • Reduce non-climate threats for the project area (poaching and deforestation) that are likely to be exacerbated by the climate change (Output 2.1-2.3); • Restore forest ecosystems in the project area as a buffer for climate change impact using local species well-adapted to draughts (Output 3.1-3.2); • Use climate-smart agricultural approaches to improve traditional land use (focus on more resilient to drought varieties of plants; sustainable use of NTFP; water-smart intensive agriculture on limited areas around permanent wells as an alternative to fragile to climate change slash and burn practice, etc.) (Output 3.1-3.2) <p>If confirmed by the ESIA findings the ESMP will include an Environmental and Climate Impact Mitigation Plan to guide the project implementation to ensure climate sustainability of the project results</p>
<p>The project could impose a potential risk to health and safety of wildlife and forest crime offenders in the project area via increased level of law enforcement by poorly trained law enforcement staff; unintentionally produce risk of child labor; as well as health risk to the project stakeholders and partners via COVID-19 contraction during the project related meetings and activities</p> <p>Outputs 2.1 is designed to increase law enforcement capacity of NPAs' officers and Community Forest Monitors in the project area. However, due to lack of technical skills on anti-poaching training and human rights issues, alongside with lack of equipment and operational support, the law enforcement staff may impose significant risk for health and life of local</p>	<p>I=3 P=3 Moderate</p>	<p>An environmental and social impact assessment (ESIA) will be carried out at project inception to assess health and safety and human rights subject and all other environmental and social risks, followed by a subsequent environmental and social management plan (ESMP).</p> <p>To avoid the risk, the project will invest considerable resources to train and mentor the law enforcement personal in accordance with the highest standards for security and personal safety, including treating arrested or suspected offenders, during patrolling and special operations (Outputs 2.2). To mitigate the risk of human right violation in the project areas, the project will include the human rights subject into all training and mentoring programs for law enforcement staff (Output 2.1.3 and 2.1)</p> <p>A solid Grievance Redress Mechanism independent from the project management will be established in the project areas to mitigate potential adverse impact of increased law enforcement. Access to GRM channels for local communities will be ensured by Technical Committee established in the project area.</p>

<p>people involved in poaching and other illegal activities directly or indirectly (e.g., risk of collateral damage and potential injuries of poachers).</p> <p>Under Output 3.2 the project will support implementation of community pilot project on sustainable livelihood that may involve some unexpected forms of child labor.</p> <p>All project meetings, workshops, and trainings may accelerate the risk of COVID-19 contraction by the project partners and stakeholders in case of repetitive COVID pandemics.</p>		<p>All the pilot projects suggested for implementation to the Commune's NRM Committees will be screened on potential involvement of child labor before they can be funded (Output 3.2). All communities and families who will receive the project support for implementation of pilot projects will be instructed not to use any child labor in any form. This point will be included in the pilot project implementation agreements for each grantee and will be monitored by the Technical Committee and PMU staff. Additionally to the ESMP, the project will implement Environmental and Social Due Diligence (ESDD) for any of the private enterprises that will participate in the project (Output 3.2).</p> <p>To mitigate the threat of COVID-19 contraction by project stakeholders and partners during project events the PMU will exercise the following prevention and mitigation measures:</p> <ul style="list-style-type: none"> • PMU will monitor Covid-19 situation at national level and in the project area; • MEDD and PMU will explore options for to conduct the Inception Workshop, Project Steering Committee, and other stakeholder meetings remotely through on-line platforms and/or with limited number of participants practicing protective measures; • The project is designed on the partnerships with organizations mainly located in Madagascar that will limit the needs of international travel to implement the project and decrease probability of COVID-19 spread; • Some of the project activities can be reasonably delayed until restrictions are over in the framework of adaptive management and later fast-tracked for implementation;
<p>The project could lead to violation of human rights of local communities via increased law enforcement without appropriate training, inappropriate management planning for target PAs, distorted process of development of land titles to COBAs, and limited ability of local communities to file grievances.</p> <p>The project can potentially lead to violation of human rights of wildlife crime offenders and local people in the project area in some ways. E.g., the project will develop a National Wildlife Crime Law Enforcement Strategy and National Strategic Guidelines for NPA Management (Output 1.1) and if not properly managed implementation of these documents can effect human rights of wildlife crime offenders and local communities living in the NPAs. Under Output 1.3 the project will build capacity of the law enforcement agencies to investigate and prosecute wildlife crime. However, insufficient technical capacities of agencies may impose potential danger and violation of human rights to wildlife crime offenders, including local people involved in poaching, logging, and other illegal activities. Same is true for law enforcement staff of the target NPAs those are expected to increase their law enforcement activities in the project area (Output 2.2). The law enforcement staff may impose potential danger to local people involved in poaching via higher risk</p>	<p>I=4 P=2</p> <p>Moderate</p>	<p>An environmental and social impact assessment (ESIA) will be carried out at project inception (Year 1) to assess human rights subject and all other environmental and social risks, followed by a subsequent environmental and social management plan (ESMP). If required by the ESIA findings the ESMP will include a Human Rights Management Plan to guide the project implementation.</p> <p>To mitigate the risk of human right violation, the project will address human rights subject into development of the strategic documents (Output 1.1) and into all training and mentoring programmes for law enforcement staff, including Community Forest Monitors in the target NPAs (Outputs 1.3 and 2.2)</p> <p>The key project strategy to mitigate the potential negative impact of exclusion and restriction of some local communities and groups from critical natural resources and activities in the NPAs is a fully participatory process of development of mandatory documents for the NPA (Output 2.1), involving poorest and marginalized people with clear explanation of all documents and their potential impact, will be implemented. Additionally under Output 2.1 the project will produce mandatory for all NPAs EIES - Environmental and Social Impact Study and PGEES - Environmental and Social Safeguards Management Plan as prescribed by the MEDD. Additionally, while working on development of COBAs' land titles and TGRN agreements for the NPA co-management (Output 2.1) the project will conduct consultations with all communities in the project area in order to obtain their informed consent and ensure that the agreements do not violate traditional land and forest right system of the local people in favor of COBAs.</p> <p>The project will invest in establishment of Commune's NRM Committees, development of Commune's NRM Plans, capacity building of communities on inclusive CBNRM and sustainable livelihood, and development and implementation of community pilot projects (Output 3.1-3.2) through open and transparent "bottom-up" process and decision making involving all affected communities. Output 3.2 is specifically designed to extend community options for sustainable livelihood in the project area and avoid potential tensions over limited NR use and exclusions.</p>

<p>of collateral damage and potential injury of poachers during operations. Inappropriate and exclusive management planning, zoning, and obtaining land titles for COBAs in the target NPAs (Output 2.1) and community NRM planning (Output 3.2) can potentially restrict access to water, agricultural land, and other critical natural resources as well as limit some critical for survival local activities for some communities, women, and marginalized group in the project area. Given high level of illiteracy among local communities in the project area they may have difficulties to report abuse of their human rights by the project in writing.</p>		<p>Strong and independent from the project management Grievance Redress Mechanism (GRM) will be established in the project areas to mitigate potential adverse impact of increased law enforcement and inappropriate planning on marginalized local people and communities as a risk group (Output 4.2). Access to GRM channels for local communities will be ensured by Technical Committees established in the project areas. PMU, Technical Committee and project partners will work together to inform local people about their rights and GRM mechanism to allow submission of the grievances verbally through community traditional leader, Commune Administrations, and Regional Administration.</p> <p>To control appropriate support of the human rights and the inclusion of key local stakeholders during the project implementation all monitoring and evaluation mission for the project will be designed using fully participatory approach (Output 4.1) with opportunity for all local groups to ensure their voices are heard by the PMU, Project Steering Committee, and Independent Evaluators and taken in account in the project management and evaluation.</p> <p>There are no indigenous people in the project areas. Therefore the project will not affect indigenous communities in Madagascar in any negative way.</p>
<p>The project can potentially lead to physical and/or economic displacement of local communities in the project areas via increased law enforcement, inappropriate NPA zoning, restricted agricultural activities as well as potential restrictions on natural resource consumption in the NPAs.</p> <p>Project area and target NPAs are homes for 36,914 people and have 49 villages. The inhabitants of the NPAs relying on small-scale agriculture, livestock breeding, non-timber forest products and bushmeat hunting for subsistence. Importance of forest resources greatly increases for local population during draught periods.</p> <p>Under Outputs 2.1-2.2. the project will operationalize the target NPAs, strengthen law enforcement, and potentially can limit agricultural and other vital forest-related activities of local communities in the NPAs as a result of inappropriate management planning, zoning and exclusive land tenure rights of COBAs that contradict traditional land and natural resources rights of local communities. All that may potentially result in physical and/or economic displacement of some local communities and groups in the project area.</p>	<p>I=4 P=2 Moderate</p>	<p>As noted above, the ESIA process will further addresses the potential negative socioeconomic impacts, including those related to the use of natural resources in the PAs, and management measures integrated into the project interventions, to ensure that local communities are duly informed and participate in key decisions. The ESIA process will also include additional consultations with local communities regarding the planned project interventions, and management measures (via ESMP that will include Livelihood Action Plan) will be integrated into project implementation to ensure socioeconomic impacts are positive and to prevent adverse impacts.</p> <p>A Community Livelihood Action Plan will be developed as a part of ESMP to ensure that communities have sufficient and balanced options to use natural resources sustainably and generate income from other biodiversity-friendly sources. No any physical displacement/resettlement activities in any form will be supported or encouraged by the project directly or indirectly.</p> <p>To avoid potential adverse impact on the local people who use the NPAs natural resources and resides in the NPAs the project will organize management planning and zoning of the NPAs in fully participatory mode to ensure that regime of proposed NPAs zones is agreed with all affected local communities and well known to them (Output 2.1). Additionally under Output 2.1 the project will produce mandatory for all NPAs EIES - Environmental and Social Impact Study and PGESS - Environmental and Social Safeguards Management Plan as prescribed by the MEDD. While working on development of COBAs' land titles and TGRN agreements for the NPA co-management (Output 2.1) the project will conduct consultations with all communities in the project area in order to obtain their informed consent and ensure that the agreements do not violate traditional land and forest right system of the local people in favor of COBAs.</p> <p>Under Outputs 3.1-3.2 the project will establish mechanisms (Commune NRM Committees and Plans) for NPA management for development goal and will support pilot projects of local people under Output 3.2 to prevent and mitigate any potential economic displacement that might be created with the NPA operationalization.</p> <p>A Strong Grievance Redress Mechanism will be established in the project areas to monitor and prevent potential adverse impact of increased law enforcement on marginalized local communities and detect any potential displacement (physical or economic) of local communities. Access to GRM channels for local communities will be ensured by the Technical Committee established in the project area, including through verbal channels.</p>

<p>The project could lead to women discrimination via support of traditionally male-dominated activities such as law enforcement and natural resource management as well as limit their access to critical natural resources.</p> <p>Management activities to control poaching, IWT, and Natural Resource Management that will be supported by the project are traditional male domains in Madagascar (Output 1.1-1.3, 2.1-2.3). Thus, the project can potentially give some advantages in this field to males and potentially discriminate females from participation in the project management and activities, including development and implementation of the community pilot projects on sustainable livelihood.</p> <p>The project will strengthen law enforcement along the entire illegal supply chain of threatened wildlife and product at the national level (Output 1.3) and in the project area (Output 2.1-2.2) and suppress poaching and habitat degradation by different offenders potentially including women involved in illegal bushmeat trade, gathering of firewood and other resources in NPAs for their livelihood.</p> <p>Inappropriate and exclusive development of the NPA Management Plans and zoning, COBAs land titles and TGRN agreements for the NPA co-management (Output 2.1), as well as community NRM planning and implementation (Outputs 3.1-3.2) may potentially limit women (especially female-led households) participation in planning and management of the NPAs and NR worsening their social position and access to critical resources like water, wood, and agricultural land in some communities.</p>	<p>I=4 P=2</p> <p>Moderate</p>	<p>The influence of traditional laws and culture in South Madagascar still imply a certain discrimination against women with regard to ownership, use and access to resources. To avoid this potential disequilibrium in the project implementation, Gender Mainstreaming Plan designed to ensure women inclusion in delivery of all project Outputs was carefully developed (Appendix I9).</p> <p>The ESIA will consider the role of gender equality to achieve the project impact, including how gender intersects with the multiple risks in this SESP. Moreover, based on the ESIA the project will build a comprehensive Gender Mainstreaming Strategy (Output 4.1) as a part of the ESMP to ensure gender equality and equal benefits to men and women from the project implementation.</p> <p>The key project strategy to mitigate the potential negative impact is to involve women as well as poorest and marginalized people of the project areas in in the NPA planning and management (Output 2.1-2.2) and CBNRM and other sustainable livelihood activities (Outputs 3.1-3.2) through the participatory approach to the NPA management planning and zoning (Output 2.1), and implementation of pilot projects (Output 3.2). Output 3.2 already indicated some potentially feasible sustainable livelihood activities that will require female lead and full involvement of local women.</p> <p>Additionally, the project will promote the active participation of women in the national strategic planning processes (Output 1.1) and in all training programs (Outputs 1.2-1.3, 2.2, and 3.2).</p> <p>A Strong Grievance Redress Mechanism will be established in the project area to mitigate the potential adverse impact of increased law enforcement on marginalized local people as a risk group, including women. Access to GRM channels for local communities will be ensured by Technical Committees established in the project areas and will allow verbal option of grievance submission.</p> <p>To control the adequate support to women rights and gender equality during the project implementation all monitoring and evaluation missions for the project will be designed using a participatory approach (Output 4.2) with clear opportunities for women to ensure that their voices are heard by the PMU, Project Steering Committee, and Independent Evaluators and taken in account into project management.</p>
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Grievance Redress Mechanism

154. In line with UNEP standard procedures, the Project will set up and manage a **grievance redress mechanism (GRM)** as recommended by the UNEP ESSF (2020) that would address project affected persons' (PAP) grievances, complaints, and suggestions. The GRM will be managed and regularly monitored by the GRM Sub-Committee of the Project Steering Committee and Technical Committee in the project area. It will comply with the following requirements:

155. **Uptake.** The GRM will have multiple uptake locations and channels. PAPs in the project area will be able to submit complaints or suggestions to assigned members of the Project Steering Committee (PSC) (GRM Sub-Committee) in person, via mail, email, via special page of the Project web site and telephone. These channels will be locally appropriate, widely accessible and publicized in written and verbal forms on all project communication materials, and in public locations in the project areas. Since

the project will be dealing with local community members, they will be able to communicate their problems directly to the PMU staff, MEDD, project partners, and M&E experts. These entities will be responsible for the functioning as an interface for the grievance redress mechanism.

156. **Sort & process.** All grievances will be registered by the GRM Sub-Committee and assigned a unique tracking number upon its submission. The GRM Sub-Committee will maintain a database with full information on all submitted complaints and responses taken. These data are important to assess trends and patterns of grievances across the Project districts and for monitoring & evaluation purposes.

157. **Investigate & act.** Strict complaint resolution procedures will be developed and observed, and a person at the GRM Sub-Committee will be assigned to handle the grievances. The GRM Sub-Committee will develop clear and strict grievance redress procedures, and assign responsibilities. Complaints that are beyond the Project scope will be conveyed by PMU to relevant local or regional authorities in the project area. Difficult situations and conflicts will always be brought to the attention of the Project Steering Committee and UNEP. A repository of all the grievances received from the different stakeholders will be maintained at the GRM Sub-Committee for monitoring and evaluation purposes and also for learning. This aspect will be facilitated through Outcome 4 relating to communication and knowledge sharing. Further, this information will be used to assess trends and patterns of grievances for management, monitoring and evaluation purposes.

158. **Provide feedback.** Feedback will be provided in response to all registered grievances. The GRM Sub-Committee will provide feedback by contacting the complainant directly (if his/her identity is known), by reporting on actions taken in community consultations and/or by publishing the results of the complaints on the Project web site, local newspapers and as part of project materials. Once some decisions/actions are taken on a complain, the complainant will be informed about that.

159. **Enable appeals.** Complainants will be notified of their right to appeal the decision taken by the GRM Sub-Committee. If complainants are not satisfied with GRM Sub-Committee response to their grievance, they will be able to appeal to GRM Sub-Committee again via mail, e-mail or the Project web site. Environmental and social grievances will be reported to the GEF in the annual PIR.

160. **Monitoring and evaluation:** All information about the grievances and their resolution will be recorded and monitored. This data will be used to conduct in-depth analyses of complaint trends and patterns, identify potential weaknesses in the Project implementation, and consider improvements.

161. Another mechanism that can be used in the project framework is the UNEP's **Stakeholder Response Mechanism (SRM)** <https://www.unep.org/resources/report/uneps-environmental-social-and-economic-sustainability-stakeholder-response>. The SRM serves as a complementary mechanism to local grievance redress processes and mechanisms that are established by the UNEP projects and programs. In the event if local grievances are not resolved by the project or program GRM, stakeholders can access UNEP's SRM and express their concerns on the project <https://www.unep.org/about-un-environment/why-does-un-environment-matter/un-environment-project-concern> .

Gender Equality and Women's Empowerment

162. Madagascar is committed to gender equality and developed its National Policy for the Promotion of Women (PNPF) in 1995, which has been under implementation since 2000. In 2001, the Malagasy Government developed a strategy for integration of gender into all projects and programs at each

institution, and a National Gender and Development Action Plan (PANAGED) was developed in 2003. Further, in 2007, several national laws were revised to reflect national commitment to gender equality.

163. However, according to the Gender Development Index (GDI), Madagascar had a GDI of 0.948 in 2015. Inequalities persist in Malagasy society and this impacts on women's economic and social wellbeing. Traditional practices and poor access to education are the main obstacles to gender equality in Madagascar. These inequalities between men and women are also visible in terms of natural resource management. Cultural aspects, which are strong in the Antandroy in the deep south, play an important role in how natural resources are utilized. Forest degradation has a direct negative impact on women and children as they are particularly vulnerable to changes in the environment (particularly their health and survival). Taking care of the family home and children, as well as participating in agricultural practices, women often remain the only economic support for their families, especially during the regular lean periods. Men often abandon their homes in periods of difficulty and re-marry (polygamy is common) with the result that many women have to raise children as single parents. On average, each woman bears 6 children with a birth rate of 4.83%.

The PPG gender analysis (Appendix 19) clearly demonstrated that all three gender gaps identified by the GEF Gender Implementation Strategy (2018) are relevant for this particular Project:

- Unequal access to and control of natural resources;
- Unbalanced participation and decision making in environmental planning and governance at all levels;
- Uneven access to socio-economic benefits and services.

164. To improve this situation and address the gaps in the context of the GEF project, appropriate gender and social measures have been fully considered in the project design, and gender accountability is a cross-cutting issue that will be tracked as part of the project M&E system (see Table 9 and Appendix 19 for details). During the project development, the PPG team tried to involve as many women as possible in the consultation process. However, overall women's participation was much lower (25% only) due to traditional male dominance in anti-poaching, wildlife and environmental management issues at the national level and in the project area.

165. To implement gender mainstreaming, the project will develop and implement an effective Gender Mainstreaming Strategy (Output 4.1) as a part of the ESMP. The strategy will guide the project implementation to build project partner capacity to mainstream gender and bring along strategies that empower women as agents rather than as victims of wildlife and forest depletion, habitat degradation, and climate change. This strategy will also facilitate a multi-stakeholder analysis of the gender issues with a clear set of measurable gender indicators.

166. The key guidelines for the strategy are outlined below:

- Gender balance will be ensured as much as possible regarding women participation in the Project Steering Committee and in the PMU. Project interventions will seek a greater and more even gender representation with the potential for gender mainstreaming-related activities at the national level and in the project area. Furthermore, relevant gender representation will be pursued in the project implementation. All project staff recruitment shall be specifically undertaken inviting and encouraging women applicants. The TORs for key project staff all incorporate gender mainstreaming related responsibilities.
- The project will adopt the following principles in the day to day management: (i) gender stereotypes will not be perpetuated; (ii) women and other vulnerable groups (marginalized poor

local communities in the project area) will be actively and demonstrably included in project activities and management whenever possible, and (iii) derogatory language or behaviour will not be tolerated.

- The project will promote gender mainstreaming and capacity building within its project staff to improve understanding of gender issues, and will have an appointed KM and Communication Officer who will serve as a focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally. This will include facilitating gender equality in capacity development and women's empowerment and participation in the project activities. The project will also work with UNEP experts in gender issues to utilize their expertise in gender mainstreaming. These requirements will be monitored by the UNEP during project implementation.
- The project has gender disaggregated indicators in the PRF for regular monitoring and evaluation of the project progress and reporting, and will facilitate involvement of women in the M&E and Grievance Redress Mechanism implementation (see Table 9 and Appendix 19. Gender Analysis and Mainstreaming Plan).

Table 9. Proposed gender mainstreaming activities in the project components

Project Components	Measures relating to gender mainstreaming
Component 1. National policy and institutional frameworks to address wildlife and forest crime and develop NPAs	Active outreach to women and women's groups to participate in development of the national strategies on IWT and NPA management (Output 1.1); Ensure participation of at least 25% of women in the various law enforcement training sessions organized by the project (Outputs 1.2 and 1.3); Promotion of potential involvement of women in the law enforcement staff of the wildlife and forest management agencies
Component 2. Management effectiveness of selected NPAs	Active involvement of women in the NPA management plan development and realization process (Output 2.1) Involvement of women in capacity building trainings for the three target NPAs (Output 2.2);
Component 3. Community engagement and poverty reduction for effective NPA management	Involvement of women in the work of local NRM Committees (Output 3.1); Gender sensitive consultations on development and implementation of community NRM plans (3.2); Through a 50/50 policy for training, provide women friendly training facilities to increase their capacity in CBNRM, SFM, SLM, and alternative income livelihoods in the project area (Output 3.2); Active involvement of women in the planning and implementation of pilot projects on CBNRM and activities that foster alternative livelihood income sources and value-chains for local communities in the project area (Output 3.2); Develop fair rules for distribution of the project community based initiatives benefits to women and marginalized groups in the target communities (Output 3.2); Increase the focus of interventions on female-headed households as beneficiaries of the projects (Output 3.2).
Component 4. Knowledge management, Gender Empowerment, Monitoring & Evaluation	Develop and implement a project gender strategy (Output 4.1); Apply gender-specific consultations for ESIA and ESMP development (Output 4.2) Apply gender specific analysis in the project M&E (Output 4.2); Ensure easy access of local women to GRM (Output 4.2); Active involvement of women in the project M&E processes (Output 4.2); Consider women as a special target group for the project wildlife crime campaign (Output 4.3); Incorporate gender issues in the process of lessons learning and Involve women and women organizations in generation of gender lessons (Output 4.4); Consider gender related reporting in KM and Lessons Learnt reports (Output 4.4);
Project Management	Ensure that both men and women are visible and inclusive in the project documents;

	Collect gender-sensitive data (age, ethnicity, income, education) for reporting and planning; Apply gender clause to human resource recruitment, encouraging the applications from women candidates and their hiring; At inception: gender screening of the project design and workplan; TORs of all staff to include specific responsibilities, which support mainstreaming of gender throughout project implementation.
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SECTION 4: INSTITUTIONAL FRAMEWORK AND IMPLEMENTATION ARRANGEMENTS

167. **Project Implementing Agency** – The United Nations Environment Programme (UNEP) is the GEF’s Implementing Agency for this project. UNEP will implement the project through its Ecosystems Division and will be responsible for overall project supervision. UNEP will also monitor implementation of the activities undertaken during the execution of the project and will provide the overall coordination and to ensure that the project is in line with UNEP’s Medium-Term Strategy and its Program of Work (PoW). Project supervision is entrusted to the UNEP/GEF Task Manager (TM) and Fund Management Officer (FMO). UNEP will bring to bear its vast scientific and empirical experience of critical relevance to the objectives of the project through sharing experiences of its other projects being supported by GEF or other agencies. Other specific Implementing Agency responsibilities include ensuring compliance with GEF policies and standards for results-based M&E, fiduciary oversight, safeguards compliance, project budget approvals, technical guidance and oversight of project outputs, approval of Project Implementation Reports (PIRs), participation in the project’s superior governance structure, preparation of the project’s Terminal Evaluation. This project is part of the GEF Programmatic Approach to Prevent the Extinction of Known Threatened Species (Global Wildlife Program, GWP) and it was designed to contribute to the GWP as much as possible and will coordinate its activities with the Program (GWP 9071).

168. The **Project Executing Agency** for this project is the Ministry of Environment and Sustainable Development of Madagascar (MEDD). The Executing Agency is the entity to which the UNEP has entrusted the implementation of the GEF assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of GEF resources and the delivery of outputs, as set forth in this document. The Executing Agency is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, implementation, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Executing Agency will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems;
- Risk management as outlined in this Project Document;
- Procurement of goods and services, including human resources;
- Financial management, including overseeing financial expenditures against project budgets;
- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

169. The **Project Steering Committee (PSC)** is the project's superior governing body responsible for taking corrective action as needed to ensure the project achieves the desired results. The PSC will be chaired by The Secretary General, MEDD, and will consist of the representatives of MEDD, DREDD, four rural Communes in the project area, Regional Administrations of Anosy and Androy Regions, Toliary Provincial Administration, and selected NGOs (the PSC will be formed during the project inception phase). The PSC will meet at least once per year. Specific responsibilities of the PSC include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;
- Advise on major and minor amendments to the project within the parameters set by UNEP-GEF;
- Ensure coordination between various donor and government-funded projects and programmes;
- Ensure coordination with various government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Review combined delivery reports prior to certification by the Executing Agency;
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Address project-level grievances;
- Approve the project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.
- Ensure highest levels of transparency and take all measures to avoid any real or perceived conflicts of interest.

170. The **Technical Committee** in the project area will ensure project coordination among all local stakeholders and their involvement in the participatory project M&E and management under PMU guidance; the Committee will directly ensure access of local community to GRM channels. The Technical Committees' recommendations will be reviewed and taken into consideration by the PSC at its meetings as well as by the PMU. The locations of Technical Committees' meetings will be determined during the project implementation in the project area. The Technical Committee will consist from local representatives of MEDD, DREDD, target NPAs staff, COBAs and local community representatives, and NGOs.

171. **Project Management Unit:** The Project Management Unit will be located in Antananarivo at the MEDD headquarter and consist from the following staff: Project Manager, NPA Management Officer, Sustainable Livelihood Officer, KM and Communication Officer, and Finance & Administration Assistant. All Project Management Unit staff will be appointed by the MEDD.

- **Project Manager** (full time, based in Antananarivo) will lead the PMU and will have the authority to run the project on a day-to-day basis on behalf of the Executing Agency, (70% of work time). The Executing Agency appoints the Project Manager, who must be different from the Executing Agency's representative on the PSC. The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will inform the PSC and the UNEP of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted. The Project Manager will remain on contract until the Terminal Evaluation report and the corresponding management response have been finalized and the required tasks for operational closure and transfer of assets are fully completed.

Also, the Project Manager will directly ensure delivery of Outcome 1 (30% of work time). Specifically, he/she will work directly with different partners and stakeholders to develop Annual Work Plan activities and activity budgets for the Outputs under Outcome 1; procure required services and goods to deliver Outputs under the Outcome; monitor the Outputs delivery; develop quarterly and annual reports for the Outcome 1; participate in obtaining GEF, PRF, and ESMP indicator values; doing project risk assessment and implementation of the risk management measures; report to the PSC on Output delivery for Outcome 1; organize in cooperation with key partners the Outcome 1 events and participate in the Outcome 1 communication activities. See specific tasks of the Project Manager in the Appendix 9.

- **NPA Management Officer** (full time, based in the project area) will be directly responsible for timely and high quality delivery of the project Outputs under Outcome 2. The officer will spend 30% of work time on project management and 70% on technical support of activities under Outcome 2. The officer will be appointed by the Executing Agency and will work directly with different partners and stakeholders in the project area to develop Annual Work Plan activities and activity budgets for the Outputs under Outcome 2; procure required services and goods to deliver Outputs under the Outcome; monitor the Outputs delivery; develop quarterly and annual reports for the Outcome 2; organize meetings of the Technical Committee in the project area; participate in obtaining GEF and PRF indicator values for the project Objective and Outcome 2; assist the Project Manager in project risk assessment and implementation of the risk management and ESMP measures; report to the PSC on Output delivery for Outcome 2; organize in cooperation with key partners the Outcome 2 events and participate in the Outcome 2 communication activities. See specific tasks of the NPA Management Officer in the Appendix 9.
- **Sustainable Livelihood Officer** (full time, based in the project area) will be directly responsible for timely and high quality delivery of the project Outputs under Outcome 3. The officer will spend 30% of work time on project management and 70% providing technical support to activities under Outcome 3. The officer will be appointed by the Executing Agency and will work directly with different partners and stakeholders in the project area to develop Annual Work Plan activities and activity budgets for the Outputs under Outcome 3; procure required services and goods to deliver Outputs under the Outcome; monitor the Outputs delivery; develop quarterly and annual reports for the Outcome 3; organize meetings of the Technical Committee in the project area; participate in obtaining GEF and PRF indicator values for the project Objective and Outcome 2; assist the Project Manager in project risk assessment and implementation of the risk management and ESMP measures; monitor access of local communities to the GRM; report to the PSC on Output delivery for Outcome 3; organize in cooperation with key partners the Outcome 3 events and participate in the Outcome 3 communication activities. See specific tasks of the Sustainable Livelihood Officer in the Appendix 9.
- **M&E, KM and Communication Officer** (full time, based in Antananarivo) will be directly responsible for timely and high quality delivery of the project Outputs under Outcome 4 (100% of

work time). The officer will be appointed by the Executing Agency and will work directly with the PMU staff, different partners and stakeholders in the project area to develop Annual Work Plan activities and activity budgets for the Outputs under Outcome 4; procure required services and goods to deliver Outputs under the Outcome; monitor the Outputs delivery; develop quarterly and annual reports for the Outcome 4; annually update Gender Mainstreaming Strategy, Stakeholder Engagement Plan, ESMP and ensure their implementation through delivery of all project Outputs; lead on obtaining GEF and PRF indicator values for the project Objective and Outcomes with support from other PMU staff; advise the Project Manager on project risk assessment and implementation of the risk management and ESMP measures on quarterly basis; report to the PSC on Output delivery for Outcome 3; organize in cooperation with key partners the Outcome 4 events; organize and lead on the project communication activities. See specific tasks of the KM and Communication Officer in the Appendix 9.

- **Finance & Administration Assistant** (full-time, based in Antananarivo) will be appointed by the Executing Agency and will assist the Project Manager and other PMU staff to set up the project annual work plans (AWP) in relevant operating systems; track and monitor the use of allocations, track approval of budget revisions and their uploading; create e-requisitions, check budget for accuracy, and do receipts for payments; generate financial reports and prepare monthly delivery monitoring tables for the assigned project, check for correctness, identify issues, contribute to development of solutions; support project management in performing budget cycle: planning, preparation, revisions, and budget execution; process all types of payment requests for settlement purposes including quarterly advances to the partners upon joint review; monitor budget expenditures, ensuring that no expenditure is incurred before it has been authorized and maintain a proper record of commitments and planned expenditures; ensure that contractual processes follow the stipulated UNEP and GEF procedures. See specific tasks of the Finance & Administration Assistant in the Appendix 9.

172. The PMU will directly work with project partners and stakeholders for each project Outcome to deliver the project Outputs. The full project implementation diagram is shown in Figure 6.

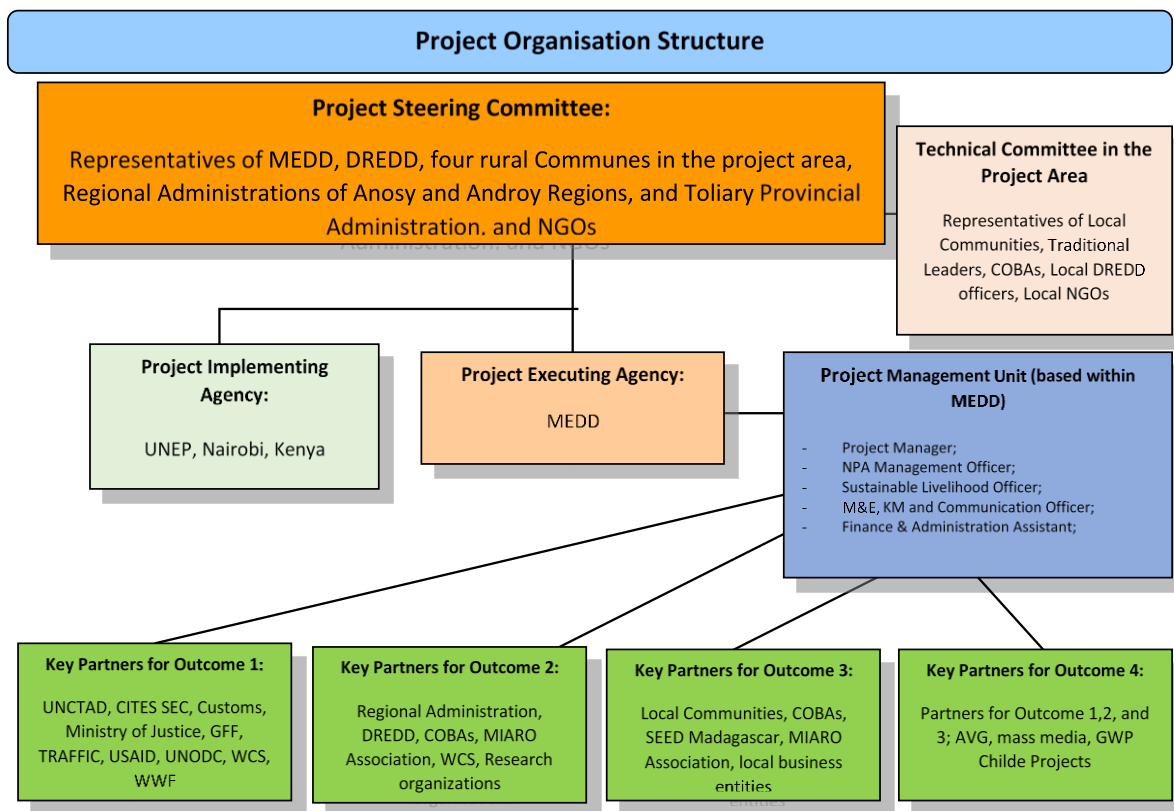


Figure 6. Project Management Arrangements

SECTION 5: STAKEHOLDER PARTICIPATION

173. Project stakeholders and their roles in the project implementation are explicitly described in the sub-section 2.5. *Stakeholder mapping and analysis*. The project approach to stakeholder involvement and participation during project implementation is premised on the principles outlined in the table below.

Principle	Stakeholder participation will:
Value Adding	be an essential means of adding value to the project
Inclusivity	include all relevant stakeholders
Accessibility and Access	be accessible and promote access to the process
Transparency	be based on transparency and fair access to information; main provisions of the project’s plans and results will be published in local mass-media
Fairness	ensure that all stakeholders are treated in a fair and unbiased way
Accountability	be based on a commitment to accountability by all stakeholders
Constructive	Seek to manage conflict and promote the public interest
Redressing	Seek to redress inequity and injustice
Capacitating	Seek to develop the capacity of all stakeholders
Needs Based	be based on the needs of all stakeholders
Flexible	be flexibly designed and implemented
Rational and Coordinated	be rationally planned and coordinated, and not be ad hoc

Principle	Stakeholder participation will:
Excellence	be subject to ongoing reflection and improvement
Meaning	Provide meaningful information and language that is readily understandable
Timely	Provide information of consultation in advance of decision-making
Respectful	Of the traditional languages, timeframes, and decision-making processes
Inclusive	Representative of the views including women and vulnerable and minority groups
Grievances	Provide mechanism for [people to air their concerns
Feedback	Provide mechanisms for responding to people's concerns

174. The project will involve different stakeholders in the project decision making through the following mechanisms:

- *Inception Workshop*: the workshops will be held at the project start both in Antanarivo and the project area with representatives of key partners and stakeholders to form the Project Steering Committee, Technical Committee in the project area, adjust the project Outputs and PRF indicators, and develop the project Annual Work Plan (AWP) for the Year 1;
- *Project Steering Committee's meetings* will be held annually with selected representatives of the government agencies to discuss the project AWP and annual reports, including the project risks and implementation of the ESMP and GRM;
- *Technical Committee meetings* in the project area. The Committee will have meetings at least once a year before the Project Steering Committee meeting to review the project progress under Components 2 and 3, extract key lessons, plan project activities in the project area, review community concerns and grievances and provide recommendations to the PSC and PMU. The Technical Committee will ensure coordination among all local stakeholders and their involvement in the participatory project M&E and management under PMU guidance; the Committee will directly ensure access of local community to GRM channels. The Technical Committees' recommendations will be reviewed and taken into consideration by the PSC at its meetings as well as by the PMU. The locations of Technical Committees' meetings will be determined during the project implementation in the project area;
- *Working meetings with the PMU*: the PMU will discuss the project plans, reports, budgets, ESMP activities, and implementation issues during working meetings with the project partners, and stakeholders during the process of delivery of a particular project Outputs taking into consideration suggestions and concerns of the project target groups. That will be implemented through regular (monthly or quarterly) in-person or remote meetings;
- *M&E activities*: to monitor project indicators and risks (including ESSF) the PMU, and Independent Evaluators will collect required information from different stakeholder groups, including marginal and disadvantaged ones through fully participatory consultation process to ensure that voices of the key stakeholders are heard by the PMU, PSC, and UNEP and taken in account for the project planning and management;
- *Direct participation in the project activities and events* of different stakeholders will be used by the PMU as an additional instrument to consult with the target groups on the project implementation and collect and address stakeholders' concerns.

175. Under Component 4 the project will develop, implement and maintain a communications strategy to ensure that all stakeholders are informed on an ongoing basis about: the project objectives; the project activities; overall project progress; and the opportunities for involvement in various aspects of the project's implementation. This strategy will ensure the use of communication techniques and approaches

that appropriate to the local contexts such as appropriate languages and other skills that enhance communication effectiveness. The project will develop and maintain a web-based platform for sharing and disseminating information on wildlife crime enforcement and CBNRM practices among international, national, and local stakeholders. In project area, the Provincial Government and target local communities will provide a platform for sharing and reporting ongoing project activities including the so-important coordination of interventions.

176. The project communication strategy will ensure that all stakeholders, including communities have direct access to the information about the project activities and results. The community liaison person will be selected based on their understanding of the local language and community dynamics. The information will be shared via newspapers, posters, radio and television developed in non-technical manner and shared at existing information centers. See other details in the Appendix 20. Stakeholder Engagement Plan.

SECTION 6: MONITORING AND EVALUATION PLAN

177. The project will follow UNEP standard monitoring, reporting and evaluation processes and procedures. Substantive and financial project reporting requirements are summarized in Appendix 7. Reporting requirements and templates are an integral part of the UNEP legal instrument to be signed by the executing agency and UNEP.

178. The project M&E plan is consistent with the GEF Monitoring and Evaluation policy. The Project Results Framework presented in Appendix 3 includes SMART indicators for each expected outcome as well as mid-term and end-of-project targets. These indicators along with the key deliverables and benchmarks included in Appendix 5 will be the main tools for assessing project implementation progress and whether project results are being achieved. The means of verification and the costs associated with obtaining the information to track the indicators are summarized in the Appendixes 3 and 6. Other M&E related costs are also presented in the Costed M&E Plan (Appendix 6) and are fully integrated in the overall project budget.

179. The M&E plan will be reviewed and revised as necessary during the project inception workshop to ensure project stakeholders understand their roles and responsibilities vis-à-vis project monitoring and evaluation. Indicators and their means of verification may also be fine-tuned at the inception workshop. Day-to-day project monitoring is the responsibility of the project management team but other project partners will have responsibilities to collect specific information to track the indicators. It is the responsibility of the Project Manager to inform UNEP of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely fashion.

180. The Project Steering Committee will receive periodic reports on progress and will make recommendations to UNEP concerning the need to revise any aspects of the Results Framework or the M&E plan. Project oversight to ensure that the project meets UNEP and GEF policies and procedures is the responsibility to the Task Manager in UNEP-GEF. The Task Manager will also review the quality of draft project outputs, provide feedback to the project partners, and establish peer review procedures to ensure adequate quality of scientific and technical outputs and publications.

181. At the time of project approval 92% percent of baseline data is available (baseline values are missing for one indicator out of 13 total). Baseline data gaps will be addressed during the first year of project implementation under the Output 2.2. The main aspect for which additional information are needed is monitoring of key species population in the target NPAs.

182. Project supervision will take an adaptive management approach. The Task Manager will develop a project supervision plan at the inception of the project which will be communicated to the project

partners during the inception workshop. The emphasis of the Task Manager supervision will be on outcome monitoring but without neglecting project financial management and implementation monitoring. Progress vis-à-vis delivering the agreed project global environmental benefits will be assessed with the Steering Committee at agreed intervals. Project risks and assumptions will be regularly monitored both by project partners and UNEP. Risk assessment and rating is an integral part of the Project Implementation Review (PIR). The quality of project monitoring and evaluation will also be reviewed and rated as part of the PIR. Key financial parameters will be monitored quarterly to ensure cost-effective use of financial resources.

183. A mid-term management review or evaluation will take place in April 2023 as indicated in the project milestones. The review will include all parameters recommended by the GEF Evaluation Office for terminal evaluations and will verify information gathered through the GEF tracking tools, as relevant. The review will be carried out using a participatory approach whereby parties that may benefit or be affected by the project will be consulted. Such parties were identified during the stakeholder analysis (see section 2.5 of the project document). The project Steering Committee will participate in the mid-term review and develop a management response to the evaluation recommendations along with an implementation plan. It is the responsibility of the UNEP Task Manager to monitor whether the agreed recommendations are being implemented.

184. In-line with the GEF Evaluation requirements and the UNEP Evaluation Policy, the project will be subject to an independent Terminal Evaluation (TE). The Evaluation Office of UNEP (EOU) will be responsible for TE and will liaise with the Task Manager and Executing Agency(ies) throughout the process. The TE will provide an independent assessment of project performance (in terms of relevance, effectiveness and efficiency), and determine the likelihood of impact and sustainability. The project performance will be assessed against standard evaluation criteria using a six-point rating scheme. It will have two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP staff and implementing partners. The direct costs of the evaluation will be charged against the project evaluation budget. The TE will typically be initiated after the project's operational completion. If a follow-on phase of the project is envisaged, the timing of the evaluation will be discussed with the Evaluation Office to feed into the submission of the follow-on proposal.

185. The draft TE report will be sent by the Evaluation Office to project stakeholders for comment. Formal comments on the report will be shared by the Evaluation Office in an open and transparent manner. The final determination of project ratings will be made by the Evaluation Office when the report is finalised. The evaluation report will be publicly disclosed and will be followed by a recommendation compliance process. The evaluation recommendations will be entered into a Recommendations Implementation Plan template by the Evaluation Office. Formal submission of the completed Recommendations Implementation Plan by the project manager is required within one month of its delivery to the project team. The Evaluation Office will monitor compliance with this plan every six months for a total period of 12 months from the finalisation of the Recommendations Implementation Plan.

186. The GEF Core Indicators and METT are attached as Appendixes 13 and 15. These will be updated at mid-term and at the end of the project and will be made available to the GEF Secretariat along with the project PIR report. As mentioned above the mid-term and terminal evaluation will verify the information of the tracking tool.

SECTION 7: PROJECT FINANCING AND BUDGET

7.1. Overall project budget

186. The overall project budget consists of GEF financing in the amount of US\$ 5,763,303 and co-financing in the amount of US\$ 14,642,944, for a total project budget of US\$ 20,406,247. The budget of GEF funds was prepared in accordance with GEF guidelines released in July 2020 and is detailed in Appendix 1. The co-financing budget has been produced in accordance with the format of UN Environment Programme and is presented in Appendix 2 as separate Excel File. The general distribution of the GEF funding and corresponding co-financing is presented in Table 10.

Table 10. Distribution of GEF and Co-Financing Resources by Component

Component	GEF Trust Fund	Co-Financing	Total
1. National policy and institutional frameworks to address wildlife and forest crime and develop NPAs	1,049,184	2,643,200	3,692,384
2. Management effectiveness of selected NPAs	2,079,695	5,150,000	7,229,695
3. Community engagement and poverty reduction for effective NPA management	1,701,693	6,399,744	8,101,437
4. Knowledge Management, Gender Empowerment, and Monitoring&Evaluation	658,288	200,000	858,288
Project Management Cost (PMC)	274,443	250,000	524,443
TOTAL	5,763,303	14,642,944	20,406,247

7.2. Project co-financing

187. Total project co-financing is US\$ 14,642,944 (all in-kind). The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. Note that all project activities/outputs that will be delivered by co-financing partners (even if the funds do not pass through UNEP accounts) must comply with UNEP's social and environmental standards. Co-financing will be used for the project outputs outlined in the Table 11. Letters confirming co-finance are provided in Appendix 11.

Table 11. Project co-financing

Co-financing source	Co-financing type	Co-financing amount, USD	Planned Co-financing Activities/Outputs	Risks	Risk Mitigation Measures
Ministry of Environment & Sustainable Development	In-kind	1,000,000	PMC, Outputs 1.1-1.3, 2.1-2.3, 3.1-3.2, and 4.4	Moderate Risk: Covid-19 pandemic may continue to disrupt the country's economy and may negatively impact Government co-financing commitments to the project.	<ul style="list-style-type: none"> Regular monitoring of the status of the MEDD co-finance delivery; Addressing the risk of insufficient co-financing at the PSC meetings; Prioritization of activities to be co-financed by MEDD; Leverage of additional funding through collaboration with other projects
Foundation for Biodiversity and Protected Areas of Madagascar (FAPBM)	In-kind	7,499,744	Outputs 2.1-2.3, 3.1-3.2	Low Risk, funding is secured	N/A
UNDP CO	In-kind (via UNDP Russia Trust Fund, UNDP PDSPE, UNDP PADRC, UNDP RED projects)	5,000,000	Outputs 1.3, 3.1-3.2	Low Risk, funding is secured	N/A
CITES Secretariat	In-kind	120,000	Output 1.2	Low Risk, funding is secured	N/A
TRAFFIC	In-kind	920,000	Outputs 1.1-1.3	Low Risk, funding is secured	N/A
Grace Farms Foundation	In-kind	103,200	Output 1.3	Low Risk, funding is secured	N/A
Total:		14,642,944			

7.3. Project cost-effectiveness

188. The project cost-effectiveness will be achieved through a set of measures as the following:

- the project was developed using fully participatory approach (total 200 stakeholders were consulted), was built on the tested models and lessons learned by other projects and organizations, and it has clear Theory of Change;
- The project implementation is based on a set of partnerships with Government, non-Government, multilateral and local organizations and communities (16 organizations were defined as potential partners for the project) to share time, labor and financial resources to deliver the project Outputs;

- Design of the project Outputs, while based on actual needs, allows considerable flexibility for the PMU to select different options and partners for their delivery based on the current situation, support lessons learning and incorporating them in the project adaptive management¹¹²;
- A detailed budget has been prepared to manage all project investments and discussed with stakeholders, to ensure appropriate funding of the activities necessary to deliver each project Output;
- The project is built on a relatively strong financial foundation: total co-financing for the project is US\$ 14,642,944 with GEF contribution of US\$ 5,763,303, or 28.2% of the total project budget. Details of the project co-financing are described in the sub-section 7.2 above;
- The project has significant level of investments at national level (under Component1) to improve the country capacity to combat IWT and manage NPAs (GEF \$1,049,184) that is fully complementary to the current and proposed USAID, TRAFFIC, UNODC, WBG and CITES investments to achieve higher impact. Additionally, Component 1 will provide strong policy and capacity foundation for implementation of Components 2 and 3;
- At the same time Components 2 and 3 (joined GEF budget is \$3,781,388) fully focus on the area of 206,410 ha: overall investment level of \$1,849/km² (or \$370/km²/year). These significant levels of investment will allow to achieve real and lasting change in the NPA management and livelihood of local communities;
- Project investments in equipment and light infrastructure for the NPAs (\$1,200,000) will be able to support them operational for at least 5-10 years;
- All activities will be included in the Annual Work Plan, which will be discussed and approved by the Project Steering Committee to ensure that proposed actions are relevant and necessary.
- When the activities are to be implemented and project Outputs monitored and evaluated, cost-effectiveness will be taken into account but will not compromise the quality of the Outputs;
- When hiring third party consultants or contractors, the project will follow a standard recruitment and advertising process to have at least three competitors for each contract. Selection will be based on qualifications, technical experience and financial proposal, to ensure hiring the best consultant (individual or organization) for an optimal price;
- Economy fares will be applied for necessary air and road travel, and appropriate lodging facilities will be provided to the project staff that ensures staff safety and cost-effectiveness;
- Similarly, the project will follow a tendering process for equipment purchase and any printing/publishing that accounts for more than USD 10,000, comparing at least three vendors. In case there is a single vendor only for any activity, appropriate official norms will be followed to obtain approval from UNEP and GEF;
- Expenses will be accounted for according UNEP rules and in line with the GEF policy.
- Finally, in order to maximise the effectiveness and sustainability of the project results, an exit plan will be developed by the end of year 5, for implementation and tracking during the final year. This will identify a key owner and sustainability mechanism for each of the project's results that also contributes to the project effectiveness.

¹¹² Adaptive Management and project ability to proactively adjust to changing situation and uncertainty is of paramount importance in the situation of COVID-19 pandemic

APPENDICES

- Appendix 1.** Budget by UNEP budget components and lines
- Appendix 2.** Co-financing by source and UNEP budget components and lines
- Appendix 3.** Results Framework
- Appendix 4.** Workplan and timetable
- Appendix 5.** Key deliverables and benchmarks
- Appendix 6.** Costed M&E plan
- Appendix 7.** Summary of reporting requirements and responsibilities
- Appendix 8.** Consultants to be hired for the project using GEF resources
- Appendix 9.** Terms of Reference for key personnel
- Appendix 10.** Procurement plan
- Appendix 11.** Co-financing commitment letters from project partners
- Appendix 12.** Endorsement letters of GEF National Focal Point
- Appendix 13.** GEF 7 Core Indicators
- Appendix 14.** GEF 7 Taxonomy
- Appendix 15.** GEF METT Assessment for the Behara-Tranomaro, Sud-Ouest Ifotaky, and Angavo NPAs
- Appendix 16.** UNDP Capacity Development Scorecard for MEDD/DREDD
- Appendix 17.** UNEP Environmental and Social Safeguards Assessment
- Appendix 18.** Environmental and Social Management Framework
- Appendix 19.** Gender Analysis and Gender Action Plan
- Appendix 20.** Stakeholder Engagement Plan
- Appendix 21.** Stakeholders Consulted during project development
- Appendix 22.** Project Maps and geospatial coordinates of the project area
- Appendix 23.** Summary of legal and policy documentation in Madagascar relating to protected areas and biodiversity conservation and illegal wildlife trade
- Appendix 24.** Socio-economic situation assessment in the project area
- Appendix 25.** Summary of biodiversity evaluation for the Behara-Tranomaro, Sud-Ouest Ifotaky, and Angavo NPAs