



PROJECT

STRENGTHENING OF THE NETWORK OF NEW PROTECTED AREAS OF MADAGASCAR (S2NPA)

FUNDING: GEF

**FINAL REPORT OF THE MID-TERM REVIEW OF THE PROJECT
TO STRENGTHEN THE NETWORK OF NEW PROTECTED AREAS OF
MADAGASCAR**

RAMAMONJISOA Bruno Salomon

OLIARIJAO Ratefiarivelo

March 2021

TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
LIST OF PAINTINGS.....	3
LIST OF FIGURES.....	4
ACRONYMS AND ABBREVIATIONS	5
EXECUTIVE SUMMARY	7
EXECUTIVE SUMMARY	12
INTRODUCTION	17
I- CONTEXT OF THE STUDY	18
1.1 - CONTEXT AND CHALLENGES OF THE PROJECT	18
1.2 - OBJECTIVES OF THE REVIEW MISSION	19
II- MISSION PREPARATION AND INTERVENTION METHODOLOGY.....	20
2.1- PREPARATION OF THE MISSION.....	20
2.2- DATA COLLECTION	21
2.3- DATA ANALYSIS	24
2.4- LIMITS OF THE PROJECT PERFORMANCE APPRAISAL SYSTEM	24
III- EVALUATION RESULTS	25
3.1- ANALYSIS OF THE RELEVANCE OF THE PROJECT	25
3.1.1 <i>Alignment of the project with national development priorities</i>	25
3.1.2- <i>Project alignment with national environmental resource management priorities</i>	26
3.1.3- <i>Alignment of the project with the axes of intervention, programs and strategic priorities of the GEF and UN Environment</i>	27
3.1.4- <i>Analysis of the synergy and complementarity of the project with other environmental protection initiatives</i>	28
3.1.5- <i>Summary of the analysis of the relevance of the project</i>	28
3.2- ANALYSIS OF THE QUALITY, CLARITY AND SUITABILITY OF THE PROJECT DESIGN.....	29
3.2.1 - <i>Clarity and logical consistency between inputs, activities, products and expected effects with a view to achieving the environmental and development objectives of the project</i>	29
3.2.2 - <i>Relevance and adequacy of indicators and means of verification</i>	30
3.2.3 - <i>Validity of assumptions and risks;</i>	30
3.2.4 - <i>Adequacy of the implementation schedule, including delays in project preparation</i>	32
3.2.5 - <i>Adequacy of the resources of all parties and the appropriateness of budget allocations to achieve the desired results.</i>	32
3.2.6- <i>Summary of the framework for analyzing the quality, clarity and appropriateness of the project design</i>	33
3.4- ANALYSIS OF THE EFFECTIVENESS OF THE IMPLEMENTATION OF THE PROJECT	36
3.4.1- <i>Quality of work organization and supervision</i>	36
3.4.2- <i>Realism of work plans</i>	39
3.4.3 - <i>Project management by UNEP</i>	39
3.4.4 - <i>Level of implementation of AWPBs and production of deliverables</i>	39
3.4.4.1 - Under component 1 relating to improving PA policy and governance	40
3.4.4.2 - Under component 2 relating to the effective management of new protected areas and critical mangrove sites (in existing protected areas)	43

3.4.4.2.3 - For the participation of local communities.....	45
3.4.4.3 - Under component 3 relating to Knowledge management and public awareness.....	45
3.4.5- <i>Functionality of the monitoring and evaluation system</i>	46
3.4.5- <i>Probability of impact of the actions implemented</i>	47
3.4.6- <i>Summary of the overall effectiveness at mid-term of the project</i>	47
3.5- ANALYSIS OF THE EFFICIENCY OF PROJECT MANAGEMENT	48
3.5.1- <i>Adherence to work schedules</i>	48
3.5.2- <i>Budget execution level in relation to the planned deliverables</i>	48
3.5.2- <i>Financial management and cost-effectiveness of the project</i>	48
3.5.3- <i>Summary of the analysis of the project's efficiency</i>	50
3.6- ANALYSIS OF THE CONSIDERATION OF GENDER ISSUES	51
3.6.1- <i>Taking gender into account in the design and implementation of the project</i>	51
3.6.2- <i>Influence of the project on gender relations</i>	51
3.6.3- <i>Level of involvement of women in project implementation</i>	51
3.6.4- <i>Summary of the consideration of gender issues</i>	51
3.7- ANALYSIS OF THE DURABILITY OF EFFECTS AND PRODUCTS.....	52
3.7.1- <i>Level of ownership and integration of the project within the MEDD</i>	52
3.7.1- <i>Possible obstacles to the sustainability of the expected effects and products of the project</i>	53
3.7.2- <i>Specific measures to be taken to guarantee the sustainable maintenance of the achievements of the project</i>	53
3.7.3 - <i>Technical and economic measures to be taken by the actors to guarantee the sustainable maintenance of the achievements of the project</i>	53
3.7.4 - <i>Contextual conditions or relevant developments for the sustainability of the effects and products of the project</i>	54
3.7.4- <i>Level of political support</i>	54
3.7.5- <i>Summary of the analysis of the sustainability of the project</i>	55
IV- MULTI-CRITERIA ANALYSIS OF OVERALL PERFORMANCE MID-TERM OF THE PROJECT	56
4.1- SCORING AND WEIGHTING FRAMEWORK FOR PROJECT ANALYSIS CRITERIA	56
4.1.1- <i>Rating mechanism</i>	56
4.1.2- <i>Evaluation criteria weighting mechanism</i>	56
4.2- SCORES OF THE PROJECT ANALYSIS CRITERIA	56
4.3- WEIGHTING SCORES FOR THE PROJECT EVALUATION CRITERIA	57
V- OVERALL PERFORMANCE OF THE MID-TERM PROJECT AND LESSONS LEARNED	59
5.1- OVERALL PERFORMANCE OF THE PROJECT AT MID-TERM	59
5.2- MAIN LESSONS LEARNED	59
VI- RECOMMENDATIONS	60
61 - ACTIVITIES TO BE COMPLETED.....	60
611 - <i>Activities relating to component 1</i>	60
612 - <i>Activities relating to component 2</i>	60
613 - <i>Activities related to component 3</i>	61
614 - <i>Identification of local ecological knowledge</i>	61
62 - CAPITALIZATION OF ACQUIRED KNOWLEDGE	62
63 - KNOWLEDGE MANAGEMENT AND PUBLIC AWARENESS.....	62
64 - STRATEGY FOR THE SUSTAINABILITY OF ACHIEVEMENTS.....	63
65 - MANGROVE CRITICAL SITES	63
651 - <i>Action at national level</i>	63
652 - <i>Action at critical Mangrove sites - AP</i>	63
6521 - <i>Boanamaru site</i>	63

6522 - Pointe à Larrée site	64
6523 - Ranobe site PK 32	64
66 - POSSIBLE EXTENSION OF THE PROJECT	65
CONCLUSION	66
APPENDICES.....	68
ANNEX 1: LIST OF DOCUMENTS CONSULTED (TO BE COMPLETED).....	69
ANNEX 2 - INTERVIEW GUIDES FOR QUANTITATIVE ANALYSIS.....	70
ANNEX 3: ELEMENTS USED TO COLLECT INFORMATION	73
ANNEX 3.1: S2NPA PROJECT SITES VISITED AND INFORMATION TO BE COLLECTED	73
ANNEX 3.2: QUESTIONNAIRE FOR UNVISITED S2NPA PROJECT PARTNERS	76
ANNEX 4 - S2NPA MID-TERM REVIEW MATRIX	80
ANNEX 5 - LIST OF PEOPLE MET	93
ANNEX 6: OBSERVATION ON THE INTEGRATION OF GENDER IN THE PRODUCTS AND ACTIVITIES OF THE S2NPA PROJECT.....	99

LIST OF PAINTINGS

Table 1: Summary of data collection strategies according to survey targets22.....	
Table 2: Summary of elements for analyzing the relevance of the project29.....	
Table 3: Clarity and consistency of the elements of the project with a view to achieving its environmental and development objectives30.....	
Table 4: Relevance of indicators and means of verification and their adequacy30.....	
Table 5: Summary of the adequacy of the implementation schedule32	
Table 6: Funding of components, including cofinancing32	
Table 7: Source of co-financing of the S2NPA33 project.....	
Table 8: Implementation status of component 141 activities.....	
Table 9: Status of implementation of component 244 activities	
Table 10: Status of implementation of activities for component 346.....	
Table 11: Summary of elements for analyzing the effectiveness of the project48.....	
Table 12: Summary of the budget execution statement at the end of 2020 (%) 49	
Table 13: Comparison between budget execution level and activity level 49	
Table 14: Summary of elements for analyzing the efficiency of the project50.....	
Table 15: Summary of analysis elements for taking gender-specific issues into account52.....	
Table 16: Summary of elements for analyzing the sustainability of the project55.....	

Table 17: Evaluation criteria weighting grid56
Table 18: Scoring grid for the project analysis criteria57
Table 19: Weighting grids for project evaluation criteria58.....

LIST OF FIGURES

Figure 1: Project sites (in red) and sites visited (black cross) during the mid-term review23.....
Figure 2: Theory of change of the S2NPA35 project.....

ACRONYMS AND ABBREVIATIONS

AGR	: Income Generating Activities
AP	: Protected Areas
CEEF	: Cantonment of the Environment, Water and Forests
CIREEF	: Regional district of Environment and Forests
CITES	: Convention on International Trade in Endangered Species of Wild Fauna and Flora
COE	: Orientation and Evaluation Committee
COFIL	: Steering committee
COS	: Orientation and Monitoring Committee
CSAPM	: Madagascar Protected Areas System Commission
DAPRNE	: Department of Protected Areas, Renewable Natural Resources and Ecosystems
DCSI	: Communication and Information System Department
DELIC	: Development and Environment Law Center
DNP	: National Project Director
DRDR	: Regional Director for Rural Development
DREDD	: Regional Directorate for the Environment and Sustainable Development
DREEF	: Regional Directorate of Environment, Water and Forests
DSAP	: Department of the Protected Areas System
FAPBM	: Foundation for Protected Areas and Biodiversity of Madagascar
FEM	: Global Environment Facility
GCF	: Contractualized Forest Management
GCRN	: Community Management of Natural Resources
GEF	: Global Environment Facility
AGAR	: Secure Local Management
IEM	: Madagascar Emergence Initiative
LOA	: Letter Of Agreements
MBG	: Missouri Botanic Garden
MEAP	: Ministry of Agriculture, Livestock and Fisheries
MEDD	: Ministry of the Environment and Sustainable Development
METT	: Management Effectiveness Tracking Tool
MNP	: Madagascar National Parks
NAP	: New Protected Areas
SDGs	: Sustainable Development Goals
UN	: United Nations
PAG	: Development and Management Plans
PAN	: National Action Plans
PF	: Forest Policy
EMP	: General State Program
PGESS	: Environmental management and social safeguard plan
PMU	: Project Management Unit
PNEDD	: National Environmental Policy for Sustainable Development
UNEP	: United Nations Environment Program
PPG	: Program Preparation Grant
AWPB	: Annual Work Plans and Budgets
REDD +	: Reduction of Emissions from Deforestation and Forest Degradation
R-METT	: Ramsar - Management Effectiveness Tracking Tool
CSR	: Monitoring and Evaluation Manager

S2NPA	: Strengthening of the New Protected Areas Network
SET	: Traditional Ecological Knowledge
SIAGAP	: Information and Support System for the Management of Protected Areas
NBSAP	: National Biodiversity Strategy and Action Plan
SRAT	: Regional Land Use Planning
STD	: Deconcentrated Technical Services
TEEF	: Environmental, Water and Forests sorting
TGRN	: Natural Resource Management Transfer
TPF	: The Peregrine Fund
PMU	: Project Management Unit
IUCN	: International Union for the Conservation of Nature
UNDAF	: United Nations Development Assistance Framework
USAID	: United Nations Development Assistance Framework
Us	: US dollar
VAM	: Vesicular-Arbuscular Mycorrhiza or Vesicular-Arbuscular Mycorrhiza
See	: Vondron'Olona Ifotony
WWF	: World Wide Fund for nature

EXECUTIVE SUMMARY

The project Strengthening Madagascar's New Protected Areas Network (S2NPA) is an initiative aimed at both the sustainable conservation of biodiversity and the improvement of the living standards of the local population through the sustainable use of these resources. It is implemented by the Ministry of Environment and Sustainable Development with the financial support of the Global Environment Facility (GEF) through UN Environment. It is co-financed by the Malagasy State through the Ministry of Environment and Sustainable Development (MEDD) and the Ministry of Agriculture, Livestock and Fisheries (MEAP), the World-Wide Fund for Nature (WWF), the GEF (Women's Association), the Missouri Botanic Garden (MBG), DURRELL Wildlife Conservation Trust, The Peregrine Fund (TPF) and the Liz Claiborne Foundation.

Started in January 2018, the main objective of the project is to "strengthen the Network of New Protected Areas representing terrestrial, marine / coastal, and freshwater ecosystems aiming at both the sustainable conservation of biodiversity and the improvement of the living standards of the riparian population through the sustainable use of these resources ". Its specific objectives are (i) Strengthen the National System of Protected Areas and Mangrove Conservation; (ii) Support the effective management of protected areas, including important mangrove sites; and (iii) Ensure the sustainability of the Project's results and knowledge management.

The 60-month project implements a set of activities divided into three components (i) Improvement of Protected Areas policy and governance, (ii) Effective management of new Protected Areas and critical mangrove sites, and (iii) Knowledge management and public awareness.

Focused on the analysis of the quality of the project's relevance, design, effectiveness, efficiency, sustainability and gender mainstreaming, the mid-term review of the S2NPA shows an overall satisfactory level of implementation of the activities included in the project's successive Annual Work Plans and Budgets (AWB) despite implementation difficulties.

- **Under Component 1 on improving protected areas policy and governance:**

The activities related to this component have been achieved on average 44% at 36 months of project implementation. The review notes an average progress in the implementation of activities under this component.

The project management tools were all developed at mid-term. The increase in the capacities of the national PA agencies (DSAP, DREEF, CIREEF, CEEF, TEEF and CSAPM) to develop and manage the PA system is 50% at mid-term. The PMU and Ministry staff have benefited from the capacity building.

Management instruments for protected areas and mangroves have been developed, discussed with stakeholders and submitted to the government for approval. The six new protected areas are currently in the process of updating the Development and Management Plans. Public consultations have been carried out at the fokontany, commune, district, regional and steering and monitoring committee levels.

In the implementation of a mangrove management framework, mangrove reflection workshops were held in the Diana, Boeny and Menabe Regions in the presence of all stakeholders: Region, the Regional Directorates for the Environment and Sustainable Development, the Regional Directorate in charge of Fisheries, the local community, the decentralized local authorities, the other decentralized technical services, and the National Committee for Integrated Coastal Zone Management.

The Development and Management Plans for mangrove sites are being prepared. The establishment of a mangrove management framework at the regional level is also being prepared.

Monitoring and evaluation tools to measure the effectiveness of PA management are identified and introduced at the PA system level. This is the Management Effectiveness Tracking Tool (METT), which is used to measure management effectiveness in protected areas outside the Madagascar National Parks Network. Some Ramsar sites also use the R-METT variant for wetlands. The six New Protected Areas are currently in the process of jointly adopting the METT tool.

Legal and regulatory amendments to ensure permanent protection of mangroves and effective management of PAs are being developed. The National Commission for Integrated Mangrove Management has been revitalized.

The project contributed to the process of developing a regional action plan for mangrove management. Collaboration between the Directorate in charge of protected areas and the Hay Tao Project, financed by USAID, is in prospect for the elaboration of the Mangrove Management Strategy at the national level.

However, some activities could not be carried out as planned. These include:

- the COPIL 2020 meeting due to the COVID 2019 pandemic.
- Assessment of the status of Mangroves sites. However, the REDD + project within the Ministry of Environment and Sustainable Development has already carried out an inventory of Mangroves in the western part of Madagascar, including the Mangrove sites of the Project, to assess the carbon stock.
- The elaboration of regional action plans and strategies for the sustainable and rational management of mangroves, as this can only be done after the elaboration of the national strategy for the Management of Mangroves.
- Revision of legal and regulatory texts postponed to 2021
- The development of financing strategies for the New Protected Areas, which requires the development of a business plan for the nine sites before it can be developed.

- **Under Component 2 relating to the effective management of new Protected Areas and critical mangrove sites:**

The activities relating to this component were carried out on average at 40% during the 36 months of project implementation. The review notes an average progress in the implementation of the activities of this component.

The activities for the elaboration of management plans for the 9 protected areas were 60% completed. Public consultations at the level of 3 Communes, ecological and socio-economic studies, verification of boundaries in the field were carried out in the Tsimembo Manambolomaty site in order to update the GAP. A brainstorming meeting on mangroves was organized for the elaboration of PAG and PGESS.

Capacity building of PA managers (manager, administration, local community) was continued and should be completed by the end of 2021. Five capacity building sessions were held in Ambaro Bay, Boanamaray, Makirovana and Tsimembo Manambolomaty. More than 240 people have been trained. The nine Regional Directorates as well as the partners at the level of the sites concerned by the project were provided with computer and technical equipment. Six rehabilitation works were carried out and the maintenance of four rolling stock were financed by the project.

Local communities in areas adjacent to PAs and mangrove micro-sites have a better capacity to participate in CBNRM, development of alternative sources of income and ecosystem restoration.

Forty-two people have been trained on alternative activities. Prior to this, investigations were carried out to identify suitable alternative activities in the sites of Bemanevika, Boanamaray, Tsimembo Manambolomaty, Ambaro Bay and PK 32 Ranobe.

More than 300,000 seedlings were produced with the support of the project. The poultry, bean and onion sectors were popularized in Tsimembo Manambolomaty and Bemanevika. Ten management transfer contracts have been signed.

The people affected by the creation of the protected areas were identified during the creation of the new protected areas. Those of the mangrove sites have yet to be identified.

75% of the work was carried out on the rehabilitation of the Amboangibe Environment and Forestry sorting office at the Makirovana site.

In Bemanevika, the field visits necessary for the environmental impact study for the construction of the dam were carried out (public consultation, commitment of the beneficiaries and the local authorities) 105 control, biodiversity and ecological monitoring missions were carried out in the nine sites during the second half of 2020.

More than 500 hectares of land have been reforested and / or restored.

More than 300,000 seedlings were produced during the last two quarters. Monitoring missions were carried out by the site managers and the DREDDs.

However, no restoration and enhancement of sacred and cultural sites has been carried out so far.

- **Under Component 3: Ensuring the sustainability of project results and knowledge management**

The activities related to this component were carried out on average 28% at 36 months of project implementation. The review notes insufficient progress in the implementation of the activities of this component.

In spite of this satisfactory progress, the activities on traditional ecological knowledge have not been started although they constitute a key element of the project.

Dissemination activities (structuring of the website, participation in events) that are in fact linked to the lessons learned from the project were carried out without these lessons having been learned. In addition, communication materials were also developed more to publicize the project than to disseminate its content. The realization of the activities is satisfactory from a quantitative point of view but the quality of the achievements remains to be improved because the numerous technical achievements of the project have not yet been the subject of a capitalization before dissemination.

- **Overall performance of the project:**

The project has begun all the activities that need to be carried out, although improvements are still needed for the remaining 24 months before the deadline.

The project will have to focus, first, on accelerating the completion of activities in the three components where achievements are below 50%. Then, the following recommendations are proposed in order to reach its initial objectives, to complete the project within the deadlines while identifying the activities / strategies necessary to ensure the continuity of actions after the project ..

- **Identification of local ecological knowledge**

The identification of local ecological knowledge has not gotten off to a good start, although the project seems to be on the right track. A first recommendation is therefore to get down to work on this activity.

Studies carried out at the academic level should be consulted by the members of the PMU to be able to support the partners in this direction. Traditional Ecological Knowledge (TEK) is crucial to identify and understand in order to be able to implement adaptive management in the framework of the project. Indeed, TEK includes complex ecological information gathered through observations and experience accumulated over generations (necessary to build the database). It is culturally structured and, if it has to be taken out of its local social context to be used in a different site, its suitability could only be achieved through systematic testing. Hence the need to develop an appropriate identification method.

- **Capitalization of acquired knowledge**

Unimplemented activities of the other components must be carried out even if the project is moving in the right direction to achieve its objectives. It must take into account the assets that the project has accumulated.

The capitalization of the gains is essential so that the project can be considered as a catalyst in the strengthening of PA management. It must involve identifying what has been done, identifying the factors that explain success, and describing the processes or methods used so that other users can understand and

implement them. This will allow lessons to be learned so that they can be disseminated according to targets. This identification phase will bring out what is missing for the target to be achieved.

The good experiences that have been accumulated concern the importance of local leaders, the empowerment of regional and local stakeholders, the mobilization of communities to participate in patrols, aerial layering, the multiplication of species in nurseries, the production and use of compost, the production and use of VAM, enrichment, restoration, peasant experimentation, the rehabilitation of the role of regional forestry services (DREDD) and their contribution, etc

This capitalization would probably require a modification of the tools for collecting information and the reports to be produced for the validation of the achievement of results.

The project would probably have to involve the services of resource persons to accompany it in this capitalization process.

Thus, the data capitalized could be integrated into component 3 and serve as a basis for capacity building for component 1.

- **Knowledge Management and Public Awareness**

Knowledge management should not stop at local ecological knowledge alone. The good experiences accumulated should be processed into useful material for awareness raising.

The project must necessarily identify the targets to be sensitized. Then, according to the lessons to be shared, define appropriate content for each target. Finally, identify the appropriate materials.

To avoid redundancy, the project must collaborate with the DCSI, which has set up a database for the Ministry. A website will be an important gateway for users at the international and national levels.

For site managers, the sharing can be done in a condensed and methodological form so that knowledge can be quickly usable.

For the communities the sensitization can be carried out in the form of farmers' exchange, edition of booklet / illustrated guide.

- **Strategy for the sustainability of the knowledge acquired**

An important recommendation is also the development of a strategy for the sustainability of the gains made, which must be based on financial sustainability. It must also be based on capitalization because it is the importance of the lessons learned that will make it possible to ensure:

- A resumption of activities to be pursued by other donors, notably the Foundation for Protected Areas and Biodiversity of Madagascar (FAPBM), the Tany Meva Foundation, bilateral cooperation or through the government's own resources.

- The viability of monetary contributions from Revenue Generating Activities.

- **Critical Mangrove Sites**

Mangrove activities should be continued. Two recommendations are put forward:

- An action at the national level that consists in actively participating in the "compilation and dissemination of technical and scientific data on Mangroves through the elaboration of a document of state of the art on Mangroves in Madagascar", in the "conduct of the national zoning of Mangrove ecosystems "and in contributing to the promotion of alternatives for the use of mangrove woods (extension of terrestrial reforestation)".

By proceeding in this way the project should amply contribute to the "finalization of the national strategy of management and governance of mangroves and ensure its implementation". The project team should take the initiative to materialize these contributions by establishing collaborative arrangements with the national mangrove management focal point.

- - Action at critical Mangrove sites - PA. As the objective of the project is to strengthen the network of PAs for the conservation of biodiversity and mangrove ecosystems, it was recommended to extend the activities in some Mangrove sites. These are: (i) The site of Boanamary which concerns a small rural commune and which must be extended to the PA of Bombetoka Beloboka. (ii) The Pointe à Larrée site, which should make possible the integration of an ecosystem of the eastern coast into the project and promote its inclusion in the PA and (iii) the Ranobe PK 32 site, which should permit to reduce the threats to a critical Mangrove site while allowing its inclusion in the PA ..

Finally, given the number of activities and the upcoming deadline for the project, it is recommended that consideration be given to the possibility of extending the implementation of the activities without adding cost.

EXECUTIVE SUMMARY

The project to strengthen the network of new protected areas in Madagascar (S2NPA) is an initiative aimed at both the sustainable conservation of biodiversity and the improvement of the standard of living of the local population through the sustainable use of these resources. It is implemented by the Ministry of Environment and Sustainable Development with the financial support of the Global Environment Facility (GEF) through UN Environment. It benefits from the co-financing of the Malagasy State through the Ministry of the Environment and Sustainable Development (MEDD) and the Ministry of Agriculture, Livestock and Fisheries (MEAP), from the World Wide Fund for nature (WWF), FEM (Women's Association), Missouri Botanic Garden (MBG), DURRELL Wildlife Conservation Trust, The Peregrine Fund (TPF) and the Liz Claiborne Foundation. Started in January 2018, the main objective of the project is to "strengthen the Network of New Protected Areas representing terrestrial, marine / coastal, and freshwater ecosystems aimed at both the sustainable conservation of biodiversity and the improvement of life of the local population through the sustainable use of these resources ". Its specific objectives are: (i) Strengthen the National System of Protected Areas and the Conservation of Mangroves; (ii) Support the effective management of protected areas, including important mangrove sites; and (iii) Ensure the sustainability of Project results and knowledge management.

The 60-month project implements a set of activities divided into three components (i) Improved policy and governance of Protected Areas, (ii) Effective management of new Protected Areas and critical mangrove sites and (iii) Knowledge management and public awareness

Focused on the analysis of the quality of the relevance of the project, its design, its effectiveness, its efficiency, its sustainability and on the consideration of gender-specific issues, the mid-term review of the S2NPA highlights a level overall satisfactory execution of the activities included in the successive Annual Work Plans and Budgets (AWPB) of the project despite implementation difficulties.

- **Under component 1 relating to the improvement of the policy and governance of Protected Areas:**

The activities relating to this component were carried out on average at 44% at 36 months of project implementation. The review notes an average progress in the realization of the activities of this component.

The project management tools were all developed mid-term. The capacity building of national PA agencies (DSAP, DREEF, CIREEF, CEEF, TEEF and CSAPM) to develop and manage the PA system is 50% at mid-term. The PMU and members of the Ministry's staff benefited from capacity building.

Management instruments for protected areas and mangroves have been developed, discussed with stakeholders and submitted for government approval. The six new protected areas are currently updating the Development and Management Plans. Public consultations were carried out at the level of fokontany, commune, Districts, Region, Orientation and Monitoring Committee.

In the establishment of a mangrove management framework, mangrove reflection workshops were carried out in the Regions of Diana, Boeny and Menabe in the presence of all stakeholders: Region, Regional Directorates of the Environment and of Sustainable Development, Regional Directorate in charge of Fisheries, local communities, decentralized territorial authorities, other decentralized technical services, and the National Committee for Integrated Coastal Zone Management.

The development and management plans for mangrove sites are being drawn up. The establishment of a mangrove management framework at the regional level is also being prepared.

Monitoring and evaluation tools to measure the effectiveness of PA management are identified and introduced at the level of the Protected Areas system. This is the METT tool (Management Effectiveness Tracking Tool) which is used to measure the effectiveness of management in protected areas outside the Madagascar National Parks Network. A few Ramsar sites also use the R-METT variant for wetlands. The six New Protected Areas are currently in the process of adopting the METT tool together.

Legal and regulatory amendments aimed at ensuring permanent protection of mangroves and effective management of PAs are being developed. The national commission for the Integrated Management of Mangroves has been revitalized.

The project contributed to the process of developing a regional action plan for the management of mangroves. A collaboration of the Directorate in charge of protected areas and the Hay Tao Project, funded by USAID is in perspective for the development of the mangrove management strategy at the national level.

However, some activities could not be carried out as planned. These include in particular:

- the 2020 COPIL meeting due to the COVID 2019 pandemic.
- Assessment of the inventory of mangrove sites. However, the REDD + project within the Ministry of Environment and Sustainable Development has already carried out an inventory of Mangroves in the western part of Madagascar, including the Mangrove sites of the Project, to assess the carbon stock.
- The development of regional action plans and strategies for the sustainable and rational management of mangroves because this can only be done after the development of the national Mangrove Management strategy
- The revision of legal and regulatory texts postponed for the year 2021
- The development of financing strategies for the New Protected Areas which requires the development of a business plan for the nine sites before they can be developed.

- **Under component 2 relating to the effective management of new Protected Areas and critical mangrove sites:**

The activities relating to this component were carried out on average at 40% at 36 months of project implementation. The review notes an average progress in the realization of the activities of this component. 60% of the development and management plan development activities for the 6 protected areas have been completed. Public consultations at the level of 3 Communes, ecological and socio-economic studies, verification of field limits were carried out on the Tsimembo Manambolomaty site in order to update the PAG. A mangrove brainstorming meeting was organized with a view to developing PAG and PGESS.

The capacity building of PA managers (manager, administration, local community) was continued and should be completed by the end of the project. Five skills building sessions were held in Ambaro Bay, Boanamaray, Makirovana and Tsimembo Manambolomaty. More than 240 people have received training. The nine regional directorates as well as the partners at the level of the sites concerned by the project have been provided with computer and technical equipment. Six rehabilitation works were carried out and the maintenance of 4 rolling stock was financed by the project.

Local communities in areas adjacent to PAs and mangrove microsites have a better capacity to participate in CBNRM, development of alternative sources of income and ecosystem restoration.

Forty-two people have received training on alternative activities. Previously, investigations were carried out to identify suitable alternative activities in the sites of Bemanevika, Boanamary, Tsimembo Manambolomaty, Baie d'Ambaro and PK 32 Ranobe.

More than 300,000 young plants have been produced thanks to the support of the project. The poultry, beans and onions sectors have been popularized in Tsimembo Manambolomaty and Bemanevika. Ten management transfer contracts were signed.

The people affected by the creation of protected areas were identified during the creation of these new protected areas. Those of mangrove sites remain to be identified

75% of the work has been completed on the rehabilitation of the Amboangibe Environment and Forests triage office, on the Makirovana site.

In Bemanevika, the field trips necessary to carry out the environmental impact study in the construction of the dam were carried out (public consultation, commitment of beneficiaries and local authorities) 105 control missions, monitoring of biodiversity and ecological monitoring were carried out at the nine sites during the second half of 2020

More than 500 ha of land have been reforested and / or restored.

Over 300,000 young plants have been produced during the last two quarters. Monitoring missions were carried out by site managers and DREDDs

A restoration of a sacred site was carried out in 2018 in Bemanevika.

- **Under component 3: Ensure the sustainability of Project results and knowledge management**

The activities relating to this component were carried out on average at 28% at 36 months of project implementation. The review notes insufficient progress in the implementation of the activities of this component.

Activities on traditional ecological knowledge have not been started although they constitute a key element of the project.

Dissemination activities (structuring of the website, participation in events) which are in fact linked to the lessons learned from the project were carried out without these lessons having been. In addition, communication media have also been developed more to publicize the project than to disseminate its content. The implementation of activities is satisfactory from a quantitative point of view but the quality of the achievements remains to be improved because the numerous technical achievements of the project have not yet been capitalized before dissemination.

- **Overall performance of the project:**

The project has started all the activities to be carried out although improvements remain to be made for the 24 months remaining before the deadline.

The project should endeavor, first of all, to accelerate the implementation of activities at the level of the three components where the outputs are below 50%. Then, the following recommendations are proposed in order to achieve its initial objectives, to complete the project on time while identifying the activities / strategies necessary to ensure the continuity of the actions after the project.

- **Identification of local ecological knowledge**

The identification of local ecological knowledge has not started well although the project seems to be on the right track. A first recommendation is therefore to get down to carrying out this activity.

Studies carried out at the academic level must be consulted by the members of the PMU in order to be able to support the partners in this regard. Traditional ecological knowledge (TEK) is essential to identify and understand in order to be able to implement adaptive management within the framework of the project. Indeed, the SET includes complex ecological information collected through observations and experience accumulated over generations (necessary for the constitution of the database). It is culturally structured and, if it has to be taken out of its local social context and used in a different site, its suitability could only be achieved through systematic testing. Hence the need to develop an appropriate identification method.

- **Capitalization of achievements**

The realization of the unfinished activities of the other components must be carried out even if the project is going in the right direction for the achievement of its objectives. It must take into account the achievements that the project has accumulated.

The capitalization of achievements is essential so that the project can be considered as a catalyst in strengthening PA management. It must go through an identification of what has been done, the identification of the factors that explain the success, the description of the processes or methods used so that other users can understand and implement them. This will allow lessons to be learned so that they can be disseminated according to the targets. This identification phase will bring out what is lacking for the objective to be achieved. The good experiences accumulated concern the importance of local leaders, the empowerment of regional and local actors, the mobilization of communities to participate in patrols, air layering, the multiplication of species in the nursery, the production and use of compost, the production and use of VAM, enrichment, restoration, peasant experimentation, rehabilitation of the role of regional forest services (DREDD) and their contribution, etc....

This capitalization would probably require a modification of the tools for collecting the information and the reports to be produced for the validation of the achievement of results.

The project should probably enlist the services of resource people to support it in this capitalization process. The data thus capitalized can be integrated into component 3 and serve as a basis for capacity building for component 1.

- **Knowledge management and public awareness**

Knowledge management should not stop at local ecological knowledge alone. The good experiences accumulated should be processed to constitute useful material for awareness raising.

The project must necessarily identify the targets to be sensitized. Then, depending on the lessons to be shared, define appropriate content for each target. Finally, identify the appropriate media.

To avoid redundancy, the project must collaborate with the DCSI, which has set up a database for the Ministry. A website will be an important gateway for users at international and national level.

For site managers, the sharing can be done in a condensed and methodological form so that the knowledge can be quickly used.

For communities, awareness-raising can be carried out in the form of a peasant exchange, publication of a booklet / pictorial guide.

- **Strategy for the sustainability of achievements**

An important recommendation is also the development of a strategy for the sustainability of achievements which must be based on financial sustainability. It must also start from capitalization because it is the importance of the lessons learned that will ensure:

-A resumption of activities to be pursued by other donors, in particular the Foundation for Protected Areas and Biodiversity of Madagascar (FAPBM), the Tany Meva Foundation, bilateral cooperation or through own government resources.

-The viability of monetary contributions from Income Generating Activities.

- **Mangroves Critical Sites**

Activities on the Mangroves must be continued. Two recommendations are put forward:

- An action at the national level which consists in actively participating in the "compilation and dissemination of technical and scientific data on Mangroves through the development of a document on the status of Mangroves in Madagascar", in the "conduct of the national zoning of mangrove ecosystems "and to contribute to the promotion of alternatives to the use of mangrove woods (extension of land reforestation)"

By proceeding in this way, the project should greatly contribute to the "finalization of the national mangrove management and governance strategy and ensure its implementation". The project team must take the initiative to materialize these contributions by establishing collaboration agreements with the national focal point for mangrove management.

- Action at critical Mangrove sites - AP. The objective of the project being the strengthening of the PA network for the conservation of biodiversity and mangrove ecosystems, it was recommended to extend activities in a few mangrove sites. They are: (i)The Boanamary site which concerns a small rural commune and which must be extended to the PA of Bombetoka Beloboka. (ii) that of Pointe à Larrée which should make it possible to integrate an ecosystem from the eastern coast into the project and promote its inclusion in the PA and (iii) that of Ranobe PK 32 which would also make it possible to reduce the threats on a site criticism of Mangroves while allowing its inclusion in the PA.

Finally, given the number of activities and the upcoming deadline of the project, it is recommended to consider the possibility of extending the activities without adding cost.

INTRODUCTION

Since colonization great efforts have been made to conserve Biodiversity using the ecosystem-based approach to Madagascar. The colonial administration established 10 Strict Nature Reserves in the late 1927s.its accession to independence Madagascar has acquired a large network of Protected Areas (PA), in order to ensure the conservation of a representative sample of national ecosystems and to preserve the species they shelter. This network rapidly increased from 36 protected areas in 1985 to 46 in 1997 and 126 in 2019 and covers more than 10% of the country's surface. Despite the increase in their number, Protected Areas are subject to significant threats and insufficient tools and capacity to ensure their effectiveness.

The Malagasy government with the support of the GEF and the UN Environment has therefore taken an initiative to develop and implement a project to strengthen the network of new protected areas in Madagascar (S2NPA) which aims at both the sustainable conservation of biodiversity and improving the standard of living of the local population through the sustainable use of these resources. It is implemented by the Ministry of Environment and Sustainable Development with the financial support of the Global Environment Fund (GEF) through UN Environment and benefits from co-financing from the Malagasy State and several NGOs, associations and Foundation.

The 60-month project implements a set of activities divided into three components (i) Improved policy and governance of Protected Areas, (ii) Effective management of new Protected Areas and critical mangrove sites and (iii) Knowledge management and public awareness

The objective of the project is that Madagascar's network of new protected areas is managed effectively to ensure better protection and better representation of key ecosystems for economic and environmental benefits to local communities.

After 36 months of project implementation, the mid-term review of the achievements and performance obtained should make it possible to report on the achievements and difficulties as well as to formulate conclusions and recommendations allowing more effective intervention strategies to be defined. of the project.

This review report takes stock of the performance levels achieved midway through the implementation of the S2NPA project. It analyzes the (i) relevance of the project, (ii) the quality of the project's design, (iii) the effectiveness of its achievements, (iv) the efficiency of its management, (v) the sustainability of its achievements and (vi) the level of consideration of gender issues in the conduct of operations.

The report is structured around the following main points: The context of the study, the preparation of the mission and the intervention methodology, the presentation of the results of the review, the multi-criteria analysis of the performance of the project, the assessment of performance and main lessons learned, recommendations from the review.

I- CONTEXT OF THE STUDY

1.1 - Context and challenges of the project

Madagascar is one of the 10 hotspots of global biodiversity with a high concentration of endemic species. Indeed, the iconography of the country is closely linked to its assets in terms of biodiversity. According to current knowledge, Malagasy ecosystems are home to approximately 12,000 species of plants, 370 species of reptiles, 244 species of amphibians, 154 species of fish and 99 species / subspecies of lemurs. It is estimated that 83% of flora species are endemic. Mangrove-specific biodiversity information is less comprehensive, although enough is known to suggest that Madagascar has large important coastal and marine ecosystems, including large areas of mangrove, coral reefs and sea grasses.

Despite its great wealth, Madagascar's unique natural heritage is severely threatened with extinction by human activities. Indeed, this wealth is subject to mainly anthropogenic pressures, affecting the conservation status of biodiversity. The degradation of the various ecosystems hosting critical biodiversity leads to the loss of endangered species and the deterioration of ecosystem services and environmental goods. The natural forest that originally covered most of the island is disappearing very quickly. This situation constitutes a great threat to the achievement of forest policy in terms of the sustainable use of biodiversity.

Certain sectoral activities have an impact on environmental goods and on ecological services provided by different ecosystems. These include, among other things, the irrational exploitation of the resources of certain natural resources, in particular certain species of precious wood, as well as the destruction of natural habitats in favor of other economic activities (intensive agriculture, mining, overfishing, etc.). The illegal collection and export of animal species, the most remarkable such as the land and marine turtles of Madagascar, chameleons, lemur hunting, are very present threats in certain protected areas and in other conservation sites. Other real threats are linked to the effects of climate change, pollution, fires, land use change or the establishment of infrastructure. They cause considerable loss of biological diversity.

In addition, local communities have a considerable amount of traditional ecological knowledge that could guide efforts to conserve biodiversity and manage protected areas. However, these communities are not fully integrated into natural resource management and their knowledge is often overlooked and / or undervalued by protected area managers and other resource management stakeholders.

More generally, the lack of representation of new protected areas and mangrove conservation sites means that the potential of such sites is not widely understood. For example, the role of mangroves in mitigating and reducing vulnerability to climate change is greatly underestimated. Although many global studies have shown that mangroves are resistant to storms and coastal erosion and can store huge amounts of carbon.

Lack of information and data on ecosystem services and low levels of appreciation of their potential socio-economic values for local communities and the country is a major obstacle to building local and national support for conservation. new protected areas and mangrove conservation sites.

By working closely with international partners, Madagascar has made great efforts to preserve biodiversity and ecosystem services. The creation and extension of protected areas is a key part of this effort. The establishment and funding of a network of national parks in the 1990s and early 2000s represented a major milestone, covering around 1.7 million hectares of prime habitat in categories I, II and IV of IUCN. However, over time, several weaknesses in the protected area network have been identified, including a strong focus on humid forest ecosystems that have left out other critical ecosystems, including coastal and marine ecosystems and mangroves. A focus on strict conservation, with insufficient attempts to develop approaches to sustainable use and participatory co-management; and excessive dependence on donors constitute major

barriers to the sustainability of the protected areas system in Madagascar.

Madagascar ratified the United Nations Convention on Biological Diversity in August 1995. In order to contribute to the achievement of the objectives of the said Convention, including the conservation and sustainable use of biodiversity, the Malagasy State made a commitment during the Congress Mondial des Parcs in Durban, to triple the size of the country's protected areas. This commitment was reinforced during the Parks Congress in Sydney in 2014 and aims at the definitive creation of new protected areas and their sustainable management.

With a view to ensuring the effective management of the new protected areas, the project entitled "Reinforcement of the Network of New Protected Areas" or S2NAP was developed by the Ministry in charge of the management of protected areas. After the project was submitted to the UN Environment, the project obtained funding of \$ 3,905,265 from the Global Environment Facility (GEF) through GEF funding 5.

The main objective of the S2NAP project is to strengthen the Network of New Protected Areas representing terrestrial, marine / coastal and freshwater ecosystems aimed at both the sustainable conservation of biodiversity and the improvement of the standard of living of the population. riparian through the sustainable use of these resources.

The project will be implemented for five (5) years in nine (9) sites composed of six (6) new protected areas and three (3) Mangrove sites, namely: the NAP Lac Alaotra (Alaotra Mangoro Region), the NAP Bemanevika (Sofia Region), NAP Point in Larré (Analanjirifo Region), NAP Makirovana Tsihomanaomby (SAVA Region), NAP Ranobe PK 32 (Atsimo-Andrefana Region), NAP Tsimembo Manambolomaty (Melaky Region), Morondava Delta (Menabe region), Ambaro Bay (Diana region) and Boanamary (Boeny region).

During the second year of the project, three strategic studies were carried out with the participation of stakeholders, namely: the gender study, the communication strategy and the project monitoring and evaluation plan. These tools should be shared with all project stakeholders, particularly in the decentralized structure for project implementation. It is really important that these tools integrate the planning of operational activities and be taken into account in the intervention strategy of each actor of the S2NPA project.

1.2 - Objectives of the review mission

The Monitoring-Evaluation plan provides for the performance of an independent mid-term evaluation during the duration of the project.

The review will include all parameters recommended by the GEF Evaluation Office for mid-term evaluations and verify information gathered through GEF monitoring tools, where applicable. The review will be carried out using a participatory approach in which parties likely to benefit or be affected by the Project will be consulted.

The mid-term evaluation for each site of new protected areas and mangrove site will have the following objectives:

- Carry out an exhaustive field review of the prospects for achieving the objectives set by the end of the Project; and
- Propose accordingly the main axes of restructuring of the Project, at the level of the activities as of the measurement of its results to ensure the achievement of the objectives.

At the end of the mid-term review, the S2NPA Project should take the corrective measures deemed necessary, without delay and with diligence, to remedy any shortcomings observed in the achievement for

the pursuit of the Project objective. UN-Environment will be responsible for verifying whether the recommendations issued are actually implemented.

On the other hand, the evaluation of the economic and incentive plans will be carried out in parallel and which will be based on the monitoring objectives and milestones to support the achievements and rectify as much as possible any possible errors.

The objective of this mid-term evaluation is to determine the level of progress made towards achieving the objectives of the project / program. The review will take stock of the performance of the project and the implementation of the planned products and activities compared to the actual results. The risks associated with achieving the results and objectives of the project will also be assessed. The purpose of the evaluation is to identify the corrective strategic actions and to make relevant recommendations with a view to possible modifications in the design and general orientation of the project that may prove necessary.

The evaluation will aim in particular to:

- Review the effectiveness, efficiency and timely implementation of the project;
- Analyze the effectiveness of the implementation of partnership agreements;
- Identify problems requiring decisions and remedial measures;
- Identify lessons learned from the development, implementation and management of the project;
- Highlight technical achievements and lessons learned;
- Determine whether the project is achieving the expected results of tranche II; and
- Suggest mid-point corrections and / or adjustments to the work plan and management measures if necessary.

II- MISSION PREPARATION AND INTERVENTION METHODOLOGY

2.1-Preparation of the mission

In accordance with the terms of reference of the mid-term review mission, the approach was essentially oriented towards a strategy of participatory action and triangulation (multi-source analysis, multi-criteria and cross-referencing of data). The preparatory phase consisted of (i) collecting and analyzing the documentation available on the project, (ii) developing the evaluation matrix and interview guides.

– Collection and analysis of secondary data

Preparation of the review began with the collection of existing documentation at the PMU level. These documents were analyzed in order to understand the design and implementation of the project. This exercise also made it possible to promote ownership of the project, its intervention logic, its governance mechanism and its monitoring and evaluation system. The documentation provided by the project team was also used for the development of the project evaluation matrix.

– The evaluation matrix and interview guide

An evaluation matrix has been developed. It was structured around the analysis criteria recommended by the terms of reference of the mission, namely: (i) the relevance of the project; (ii) the quality, clarity and appropriateness of the project design; (iii) management of financial resources; (iv) the effectiveness of the management and implementation of the project; (v) taking gender issues into account; and (vi) durability of effects and products.

This matrix includes for each axis of analysis: evaluation questions (including one or more main question (s) and specific questions), indicators, sources to consult and data collection methods or tools.

This matrix, which was put in the form of a questionnaire (annex 1), was sent for filling to all the project partners.

An interview guide for on-site data collection (Annex 3.1) and for managers of unvisited sites (Annex 3.2) was developed and used.

2.2-Data gathering

- Approach to data collection

The data collection approach essentially consisted of combining documentary analysis, direct observations in the field, group or individual interviews with partners and project managers, as well as the questionnaire survey. This approach made it possible to collect different points of view, the cross-analyzes of which were very useful for the assessment of performance related to the evaluation criteria selected (relevance of the project, quality of design,, effectiveness, efficiency, sustainability, taking into account gender issues).

An exchange workshop on the results of the review was carried out on January 29, 2021 with the project partners. This workshop made it possible to understand certain responses collected from the quantitative questionnaire sent and completed by these partners.

After receipt of the project documents by the S2NPA Project Management Unit, the documents (the project document, the half-yearly reports 2018, 2019 and 2020, the logical framework, the summary of the activities planned to be carried out on the project sites ,...) Were analyzed in order to define the information and data to be collected in the field as well as the way of analyzing them in order to understand the project and guide the review.

Board 1: Summary of data collection strategies according to survey targets

Survey targets	Primary data collection			Secondary data collection	
	Consultation mode	Nature of data	Data processing method	Documents consulted	Data processing method
Local communities around the sites Women's associations	Focus-group	Qualitative data	Compilation of responses Comparative analysis with qualitative data	Project activity reports	Documentary analysis and cross-references with survey and interview data
Site management partners	Semi structured interview	Qualitative data	Compilation of responses Comparative analysis with qualitative data	Project activity reports	Documentary analysis and cross-references with survey and interview data
Partners and DREDD	Administration of survey questionnaire	Quantitative data	Compilation of responses Comparative analysis with qualitative data	Project monitoring reports	Documentary analysis and cross-references with survey and interview data Two exchange workshops with partners
PMU and Resource Persons	Semi structured interview	Qualitative data	Compilation of responses Comparative analysis with qualitative data	Project monitoring reports	Documentary analysis and cross-references with survey and interview data

– **Field visits**

Field visits were carried out from January 4 to 15, 2021 to discuss with the site managers, the local communities and the DREDDs on whom the 3 sites visited depend: Bemanevika, Boanamaru and Pointe à Larrée.

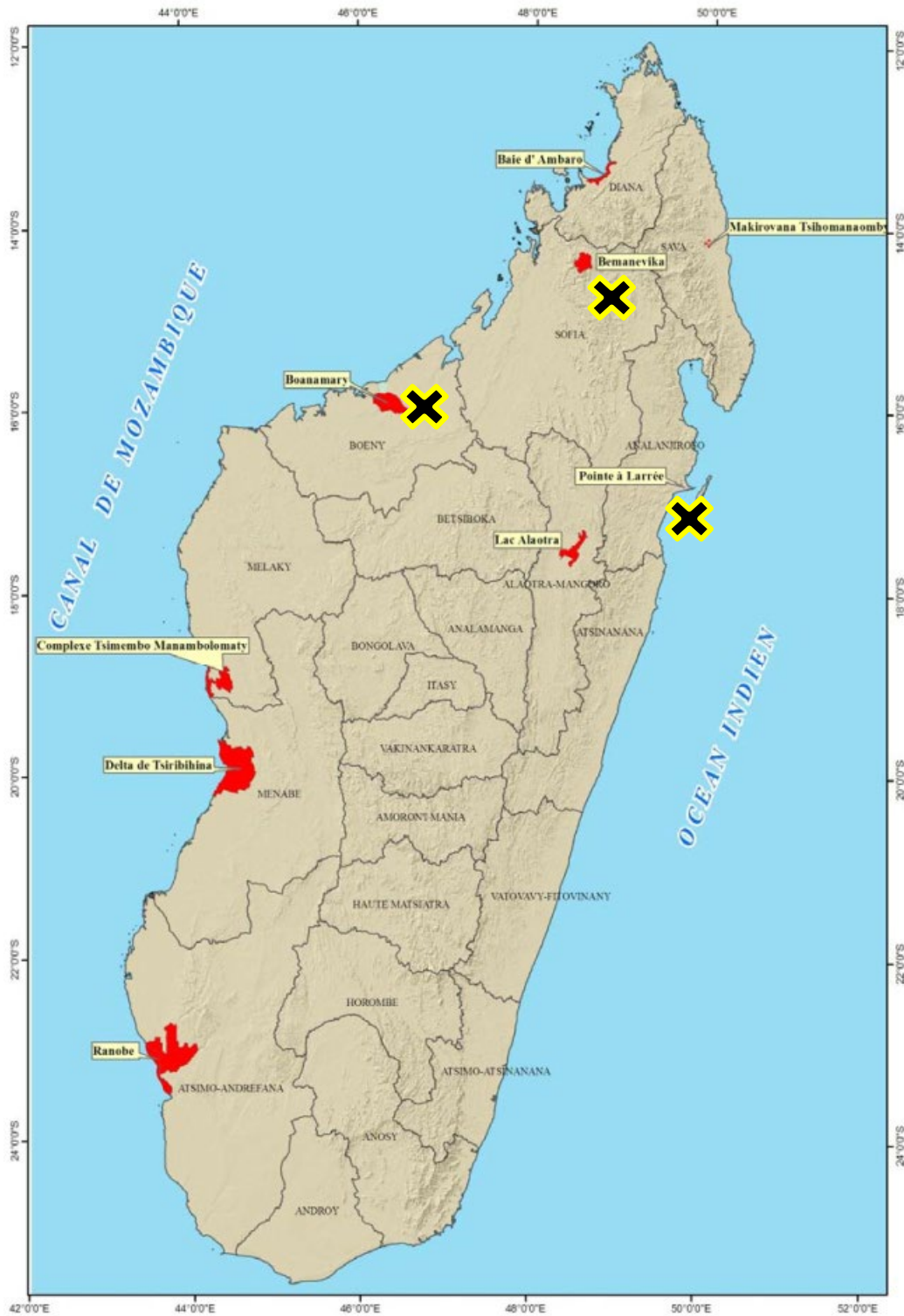


Figure 1: Project sites (in red) and sites visited (black cross) during the mid-term review

- **Questionnaires for managers of unvisited sites**

Questionnaires were sent to the managers of the unvisited sites in order to obtain the most complete data possible. The managers of the following sites therefore received the questionnaire (appendix 3.2): AMBARO BAY (Mangrove); LAKE ALAOTRA NPA; MAKIROVANA - TSIHOMANAOMBY NPA; MORONDAVA DELTA (Mangrove); PK32 RANOBE NPA; TSIMEMBO - MANAMBOLOMATY (NPA). It was the same with the

following partners: DREDD DIANA; DREDD Alaotra Mangoro and DURRELL; DREDD SAVA and MBG; DREDD MENABE; DREDD ATSIMO ANDREFANA and DREDD MELAKY, TPF Melaky.

The questions asked in this document are more or less the same as those asked during the field visits.

2.3-Data analysis

A field survey report was drawn up, based on the information gathered during the visit missions, to have an overall view of the performance of the work relating to the project. The preliminary results were included in the initial project launch report. The additional information received from partners not visited was used to strengthen the analyzes already carried out using field data.

The files (corresponding to the Excell questionnaire) collected were analyzed according to the nature of the responses on the Excel sheets (empty box, free response, etc.) which allowed the creation of an input mask on the Sphinx software. The data were analyzed both for all the actors concerned but also by actor category. Indeed, it was important to see the trends according to the similarities of the responses (all the actors) but also the disparities which may depend on the categories of actors (partner and regional directorate of MEDD). The analysis carried out for these data was mostly quantitative but it was also able to bring out perceptions and priorities.

On the basis of these data and the analysis of the documentation, the assessment of the mid-term performance of the S2NPA project was carried out from the cross-analysis of the primary and secondary data collected on the one hand, and the establishment of a scoring and weighting mechanism for the evaluation criteria retained in the context of the review.

In fact, in order to strengthen the objectivity of the mid-term performance appraisal of the project, a mechanism for rating the analysis parameters and weighting the appraisal criteria has been put in place. This mechanism assigns scores and a weighting coefficient to the evaluation criteria retained in the context of the review.

2.4-Limits of the project performance appraisal system

The very short time for the conduct of the review did not allow a detailed analysis of all the project documents made available. It also did not allow for face-to-face discussions with all the managers (representative of partners, managers of sites, communities, etc.) who carried out the activities.

For a better understanding of the answers in the questionnaires, it would have been necessary to discuss one by one with the people who filled them in to be able to understand and interpret the quantitative information given. This will have made it possible to prevent the filling in of the questionnaires from displaying answers of complacency (for fear that the project could take decisions on the continuation of activities, the actors tend to give positive answers) or of routines (generic answers). often heard in workshops that responders use to complete their questionnaires).

In addition, the quantified project performance appraisal mechanism used was borrowed from an appraisal report.¹in the absence of the UNEP (UN Environment) assessment benchmark. It is therefore a "default" analysis mechanism put in place to score and weight the project evaluation criteria. According to the author, "The scores and weighting coefficients are assigned according to the" estimated importance "of each of the criteria retained at mid-term of the life cycle of the project. They can therefore vary and give different scores,

¹Mid-term review of the Integrated Management of Protected Areas of Côte d'Ivoire Project, with the Banco National Park as a pilot site

depending on the parameters for estimating the importance of the criteria, the circumstances and the actors involved. "

III- EVALUATION RESULTS

3.1- Analysis of the relevance of the project

In general, the criteria for evaluating the relevance of a project in Madagascar are not formally defined. However, the hierarchy of norms that prevails in the country, the conformity of actions with national policies and priorities is a necessary and obligatory condition that any project must fulfill. In addition, the Malagasy constitution considers the development of the identity of any citizen as an essential factor of sustainable development, the conditions of which are in particular (i) the elimination of forms of injustice (ii) the equitable management of natural resources for human needs suggest that the priorities of target groups and beneficiaries are aligned with the objectives and activities planned under the project. Thus, in accordance with this approach,

- National development priorities;
- National priorities for the management of environmental resources;
- The lines of intervention, operational programs and strategic priorities of the GEF and the United Nations Environment Program (UN Environment);
- The synergy and complementarity of the project with other environmental protection initiatives.

3.1.1 Alignment of the project with national development priorities

In view of the expected results of each of its three components, the S2NPA project is well aligned with national development priorities. Indeed, the objectives and activities of the project are in line with strategic objective n ° 23² and 29³ and the challenge 11⁴ of the national vision Initiative for the emergence of Madagascar (IEM) as well as to challenge 16⁵ of the general state program.

In addition, Madagascar has, since the implementation of the structural adjustment program, conditioned its development by the need to mitigate the effects of growth on natural resources through the implementation of a national environmental action program. . Although the program has now been completed, the need to link strong economic growth with preservation of the environment is still a priority for the country as defined in the National Environmental Policy for Sustainable Development (PNEDD). The S2NPA project, through its objective of strengthening the New Areas Network, is perfectly in line with this need to link economic growth and preservation of the environment..

Biodiversity conservation activities in protected areas by strengthening them must also contribute to the guidelines for rational exploitation (ecotourism) and preservation of the Emergence Initiative of Madagascar. These activities should also make it possible to contribute to long-term economic development since their use should increase the income of the peasants.

According to the perception of the actors (82% of responses), the project is in line with the national and sectoral priorities and policies of the State, in particular with the general State program (EMP).

² Preserve natural resources and the environment

³ Develop tourism potential and promote sustainable exploitation and development of tourist sites

⁴-Exploit natural resources rationally (ecotourism, forestry, etc.) and plan the protection and preservation of natural resources (including reforestation)

⁵Preservation of the environment in particular Ensuring the sustainable and rational management of natural resources

Madagascar adopted in 2009 the regional policy and strategy on gender for the Indian Ocean, in accordance with chapter 24 of Agenda 21 in the Millennium Goals. One of the specific objectives of this regional benchmark is the promotion of sustainable development focused on humanity with particular emphasis on food security, natural resources and environmental management. Women play an important role in this management because they are both users and producers. The gender approach which is recommended in the implementation of the project contributes to the implementation of this regional strategy.

3.1.2- Project alignment with national environmental resource management priorities

Placed under the supervision of the Ministry of Environment and Sustainable Development (MEDD), the S2NPA project aims to strengthen Madagascar's PA network to ensure better protection and better representation of key ecosystems, and brings benefits. economic and environmental benefits to local communities. Thus, it must make it possible in particular to contribute to the conservation of biodiversity inside and outside protected areas. The implementation of the project contributes well to both the national environmental policy for sustainable development (PNEDD) and the forest policy (FP).

The S2NPA project is geared towards achieving the following strategic axes of the PNEDD designed as a reference framework for the implementation of the State's intervention priorities in environmental matters and sustainable development:

- The establishment of an institutional framework favorable to the sustainable management of natural resources and to the improvement of the living environment of the local population by strengthening the sharing of responsibility at all levels. Community mobilization activities for the implementation of the project greatly contribute to this strategic axis.
- Capitalization of technical and methodological achievements and capacity building of stakeholders.
- The establishment of an efficient national environmental information and communication management system, meeting the needs of national and international actors. Component three of the project should greatly contribute to this strategic axis.

In addition, the project contributes to the achievement of the implementation of the following objectives of the Malagasy Forest Policy:

- Objective 1.1: Promote actions to restore forest landscapes
- Objective 2.3: Reorganize forest control systems, in particular by mobilizing community patrols
- Objective 2.4: Ensure intersectoral and inter-institutional collaboration by improving the coordination of actions and ensuring decentralization and deconcentration towards effective local management
- Objective 2.5: Strengthen the monitoring and evaluation system

The project also complies with national laws governing the status of protected areas, in particular Law No. 2015-005 revising the Management Code of Protected Areas.

3.1.3- Alignment of the project with the axes of intervention, programs and strategic priorities of the GEF and UN Environment

The eligibility of the S2NPA project for financing from the Global Environment Facility (GEF) under phase 5 in itself justifies the consistency of this project with the axes of intervention, programs and priorities of the Fund.

Indeed, with regard to the objectives of the S2NPA, it is a question of contributing at the national level to the achievement of certain global objectives of the Strategic Plan for Biological Diversity (2011-2020) called

"Aichi Targets". As designed and implemented, the project is expected to contribute to the achievement of the following Aichi Targets:

- Aichi Target 5: The rate of depletion of all natural habitats, including forests, is halved at least and if possible reduced to close to zero, and habitat degradation and fragmentation is significantly reduced;
- Aichi Target 11: increase in the area of terrestrial ecosystems, especially important for biodiversity and their ecosystem services, conserved through effective and equitable management of representative and well-connected protected area systems;
- Aichi target 20: improving the level of financial resources for the implementation of the 2020 biodiversity strategic plan.

Project alignment with SDGs 13⁶, 14⁷ and 15⁸ is also noted and perceived by 82% of the project stakeholders. The same is true for the project on the axes of intervention, programs and strategic priorities of the GEF and UN Environment.

The project is also aligned with the implementation of the following strategic objectives of the NBSAP:

- Strategic Objective 4: By 2025, the Malagasy State and stakeholders at all levels will take appropriate measures to implement rational resource management plans and keep the impact of the use of natural resources within limits. ecological safe.
- Strategic objective 5: By 2025, the rate of degradation, fragmentation and loss of habitats or ecosystems is reduced.
- Strategic objective 11: By 2025, 10% of terrestrial ecosystems and 15% of coastal and marine areas, mainly areas of particular importance for biodiversity and ecosystem services, are adequately conserved in ecologically representative systems and in protected areas and are effectively managed by different strategic approaches.

3.1.4- Analysis of the synergy and complementarity of the project with other environmental protection initiatives

The relevance of the S2NPA project is also confirmed by its complementarity with other initiatives implemented at the national level in terms of support for the sustainable use of natural resources. The project is in synergy with current programs or actions which are in particular:

- The National Biodiversity Strategy and Action Plan (SPANB): sustainable conservation of biodiversity and improvement of the standard of living of the riparian population, conservation of threatened species (CITES), Conservation of endemic species, threatened with extinction in situ.
- Sustainable management and conservation of natural resources (Initiative for the Emergence of Madagascar);

⁶13.b: Promote capacity building mechanisms so that the least developed countries and small island developing States equip themselves with effective planning and management resources to deal with climate change, with particular emphasis on climate change. women, youth, local people and marginalized groups.

⁷14.2 By 2020, sustainably manage and protect marine and coastal ecosystems, in particular by strengthening their resilience, in order to avoid the serious consequences of their degradation and take measures in favor of their restoration to restore the health and productivity of oceans.

14.5 By 2020, preserve at least 10% of marine and coastal areas, in accordance with national and international law and taking into account the best available scientific information

⁸15.9: By 2020, integrate the protection of ecosystems and biodiversity in national planning, in development mechanisms, in poverty reduction strategies and in accounting.

15.a: Mobilize financial resources from all sources and significantly increase them to preserve biodiversity and ecosystems and use them sustainably

- Forest policy: control of forest offenses, effectiveness and efficiency of decentralized governance;
- Community Management of Natural Resources: Empowerment of local communities (Gelose and Contractualized Management of Forests);
- The National Strategy for the Restoration of Landscapes;
- Reforestation (National Directive for Reforestation Actions);
- Environmental education (Information, education and communication on environmental preservation awareness);

Taking into account its contribution to the various national policies, priorities and initiatives, the relevance of the project is well felt by the actors of the project.

The added value of the project compared to other national environmental protection initiatives was also perceived and felt by all stakeholders. These include in particular:

- Support for the development of income-generating activities which is considered to be the most important added value of the project. According to these actors, it has made it possible to:
 - oCreate green jobs
 - o Provide local residents with working materials and equipment (canoe, clothes, agricultural inputs, etc.) to improve their agricultural yield
 - oPromote gender
 - o Concretely involve the local communities in the management of PAs thus inducing a more effective local intervention
 - oPromote the local culture and traditions favorable to the protection of the environment
- The development of a method of experimentation / research in which community associations and / or farmers are fully or fully integrated.

3.1.5-Summary of the analysis of the relevance of the project

On the basis of the documentation consulted and the cross-analysis of the data collected from the key actors of the project, S2NPA appears to be an initiative consistent with national priorities (development and management of environmental resources), with those of the partner institutions which are the GEF and the UN Environment (ODD and UNDAF) and its commitments in the national gender strategy. In the current context of the country, the project meets important needs from the point of view of environmental protection insofar as in recent years the effects of environmental degradation have manifested themselves in different ways (disruption of rainy season, drying up of springs, drought, etc.).

Board 2: Summary of elements for analyzing the relevance of the project

Elements analyzed	Observations
Alignment of the project with national development priorities	The project is consistent with national development priorities
Alignment of the project with national environmental resource management priorities	The project is consistent with national priorities for the management of environmental resources
Alignment of the project on the axes of interventions, programs and strategic priorities of the GEF and UNEP (UN Environment) as well as on the SDG and UNDAF	The project contributes to the achievement of the strategic objectives of the GEF, is part of the work plan of UN Environment in Madagascar and contributes to the achievement of SDGs 13, 14 and 15
Analysis of the synergy and complementarity of the project with other initiatives	The project complements the interventions carried out by other sustainable management and environmental protection programs and projects in Madagascar. Added values are noticeable

3.2- Analysis of the quality, clarity and suitability of the project design

Assessment of the quality, clarity and suitability of the S2NPA project design was carried out from the analysis of the five aspects defined by the terms of reference of the following review:

- (i) Clarity and logical consistency between the inputs, activities, products and effects expected in order to achieve the environmental and development objectives of the project;
- (ii) The relevance and adequacy of indicators and means of verification;
- (iii) The validity of assumptions and risks;
- (iv) Adequacy of the implementation schedule, including delays in project preparation; and
- (v) The adequacy of the resources of all parties and the appropriateness of budget allocations to achieve the desired results.

The design quality of the project was carried out on the basis of the analysis of the project document. The clarity of the project design was based on the perception of the stakeholders consulted. The comparison of these two analyzes made it possible to pronounce on the appropriateness of this conception. This approach reflects that recommended in the terms of reference *for the review* mid-term which is a participatory approach whereby the main stakeholders are informed and consulted throughout the review process.

3.2.1 - Clarity and logical consistency between inputs, activities, products and expected effects with a view to achieving the environmental and development objectives of the project

The process of identifying and formulating the project was perceived to be in line with the best practices established in this area by all the stakeholders. On the other hand, the clarity and the coherence of the elements composing the project are not all obvious to the actors. Only the activities to be carried out seem to be understood by all the actors (100%). The products and the expected effects do not seem to have been sufficiently understood (45.5% of the actors only were categorical on the clarity and consistency of the products and only 36.5% for the expected effects).

Board 3: Clarity and consistency of the elements of the project with a view to achieving its environmental and development objectives

Elements	Inputs (%)	Activities (%)	Products (%)	Expected effects (%)
Responses from stakeholders				
Not at all			9	
More or less	27		45.5	45.5
Absolutely	64	100	45.5	36.5
Do not know				9

These perceptions are explained by the results of the logical consistency analysis of the content of the project documents which show that the inputs were not defined in the logical framework of the project document. As the baselines were only formulated during the start-up phase (and not during the design phase), the actors did not fully understand the products and the expected effects of the project.

3.2.2 - Relevance and adequacy of indicators and means of verification

If the indicators are generally considered relevant and adequate, on the other hand the means of verification are only moderately perceived as such by a little more than half of the actors.

Board 4 : Relevance of indicators and means of verification and their adequacy

Monitoring instruments	Indicators (%)	Means of verification (%)
Response of the actors		
Not at all		9.1
More or less	36.4	36.4
Absolutely	63.6	54.5
Total	100	100

The results indicators are clear and consistent with the mid-term and end-of-project objectives. The vertical logic which indicates the objective of the project and establishes the cause and effect relationship between the activities and the different levels of objectives has been well defined in the S2NPA project document. The latter also clearly specifies the prerequisites and the assumptions that must be fulfilled to ensure the success of the project. The logical framework of the project also formulates the means of clear checks which make it possible to use it easily by the partners..

3.2.3 - Validity of assumptions and risks;

The project formulated assumptions for each component and for each expected result:

- for component 1: Improvement of PA policy and governance and all of the expected results, the hypotheses formulated are those underlying support (legislative, financial and organizational) from the Malagasy State
- for component 2 Efficient management of new protected areas and critical mangrove sites (in existing protected areas), the assumption is “the government of Madagascar will approve the management plans and the communities will agree to participate in the activities.
- for component 3 Knowledge management and public awareness, the assumptions are “decision-makers and communities will see the value of SETs to improve natural resource management and will integrate local traditional knowledge considerations into future policies and activities. management of natural resources; other stakeholders will be interested in the lessons learned from the project in order to develop best practices and avoid costly mistakes and the public will be receptive to effective messages on environmental issues in Madagascar.

These assumptions are relevant and valid because they are in line with the main orientations of the environmental programs currently being implemented on the need to conduct local management. These programs are in particular that of secure local management, contractual management of forests as well as the objectives of forest policy. The success of the project also depends on the assumption that the government fully supports the project and the results obtained.

Regarding the risks, the project has defined several that may affect the implementation of the project. These are:

- Dependence on the Commission Systeme des Aires Protégées de Madagascar (CSPAM) strategy: uncertainties exist as to how the CSAPM will be empowered to effectively coordinate the multiple entities and actors working in protected areas. There is also the risk that some delegated “promoters” and / or “managers” of NPAs may not be ready to adopt best practices developed by other organizations. However, if they adopt a harmonized monitoring system, this will allow the CSAPM to compare the effectiveness of the management of the different NPAs.
- Migration and high rate of urban unemployment around target sites: The arrival of new arrivals increases the pressure on the natural resources of PA sites, resulting in overexploitation and competition for accessible natural resources. Sometimes, the natives and the migrants fight because the latter do not respect the local customs and traditions, in particular the Dinas (local collective agreements). For mangrove sites, the risks are high because the surrounding towns are major consumers of mangrove wood (charcoal and wood). For other protected area sites, the risks are lower due to the presence of managers and law enforcement.
- Institutional instability: Frequent changes of officials often result in the end of actions that have been taken and newly appointed officials are often lost with regard to objectives.
- Other problems linked to political instability: the new code of protected areas allows the direct management of sites by the local population but actions for the territorial development plan (SRAT for the regions, SAC for the municipalities) are underway and the risk of conflict of jurisdiction is not ruled out. Populist speeches by political authorities (especially during election campaigns) that do not support PA activities also represent a risk for the project.
- Sectoral conflicts of interest: in particular mining and fossil fuels constitute a high risk for the project to consider as PAs contain significant mineral resources.
- Lack of objectivity and clarity regarding PA funding: eligibility criteria are neither clear nor transparent
- Linguistic challenges: A practical challenge arises from the PPG phase of the project, with documents being variously developed in French and English and translated back and forth at different stages of development. There is a risk that some nuance or detail has been lost along the way, or has been translated slightly in different ways by various translators and editors. This is low risk, but sometimes only the implications arise later in the project.
- Pace of the Project: The complexity of balancing the need to consult the community at nine different project sites will make it difficult to properly define and pace activities within the time frame set for the proposed GEF project. Previous (non-GEF) projects in Madagascar have been criticized for maintaining an external or politically motivated schedule to the detriment of community engagement.

These risks are still valid despite the measures recommended in the project document.

3.2.4 - Adequacy of the implementation schedule, including delays in project preparation

– Duration of baseline and project design studies

In view of the available reports and the project document, the design of the S2NPA project was finalized and approved by the GEF on August 10, 2017, for a real start in January 2018. This situation does not in itself constitute a particular problem, given that 'it is necessary to observe an administrative period of validation of the project, of setting up of the management structures and funds essential to the realization of the planned activities.

– **Relevance of the estimate of the project implementation period**

The analysis of the data collected does not present any element allowing to question the relevance of the period chosen for the implementation of the S2NPA project.

We can therefore say that the relevance of the project implementation period does not pose any particular problem.

Board 5: Summary of the adequacy of the implementation schedule

Elements analyzed	Observations
Duration of baseline and project design studies	Reference studies for the design of the project carried out according to an appropriate timing
Relevance of the estimate of the project implementation period	Relevant period for the implementation of the project

3.2.5 - Adequacy the resources of all parties and the appropriateness of budget allocations to achieve the desired results.

– **Quality of the implementation budget**

The overall budget for the implementation of the S2NPA project amounts to US \$ 49,312,674. GEF funding is 7.9% and that of the various partners 92.1%.

Board 6 : Funding of components, including co-funding

Funding of components, including co-funding	GEF (US \$)	Co-financing (US \$)	Total (US \$)
Component 1: Improvement of PA policy and governance	666 667	8,902,000	9 568 667
Component 2: Effective management of new protected areas and critical mangrove sites (in existing protected areas)	2,775,014	22 355 429	25 130 443
Component 3: Knowledge management and public awareness	277,619	12 949 980	13 227 599
Total	3,719,300	44 207 409	47 926 709
Project management cost (PMC)	185,965	1,200,000	1 385 965
Total	3,905,265	45 407 409	49 312 674

Component 1 represents 19.4% (7% of GEF and 93% of co-financing) of the total budget. 51% (11% of GEF and 89% of co-financing) is allocated to component 2. 26.8% (2.1% of GEF and 97.9% of co-financing) of the budget has been allocated to component 3. Management costs represent 2.8% (13.4% of GEF and 86.6% of co-financing).

In the absence of a precise reference frame for estimating the costs of the activities, the evaluation of the quality and the realism of the planned costs of the project as presented in the design document could only be done after the event.

– **Relevance of the sources of funding identified**

It is a co-financed project, following a multi-donor approach and with a counterpart from the Malagasy State. The plurality of funding sources reflects the interest of the project with regard to its field of intervention and the challenges related to solving the problem of protected areas and mangroves.

The project can therefore be considered as a catalyst for action to strengthen the management of protected areas and mangroves in Madagascar.

Board 7: Source of co-financing of the S2NPA project

Co-financier (source)	Type of co-financing	Amount (\$)
National government Ministry of the Environment and Forests / General Directorate of Forests (and other members of the CSAPM)	In nature	2,200,000
UNEP GEF Agency	Cash	200,000
NGO WWF	Cash	2,465,935
NGO FEM (WOMEN'S ASSOCIATION)	Cash	42,000
NGO FEM (WOMEN'S ASSOCIATION)	In nature	45,000
NGO Missouri Botanical Garden	Cash	792,474
National government Ministry of Agriculture	Cash	38,000,000
NGO Durrell Conservation Trust	Cash	150,000
NGO Peregrine Fund	Cash	950,000
NGO Peregrine Fund	In nature	162,000
NGO Liz Claiborne Foundation	Cash	400,000
Total co-financing		45 407 409

3.2 6- Summary of the framework for analyzing the quality, clarity and appropriateness of the project design

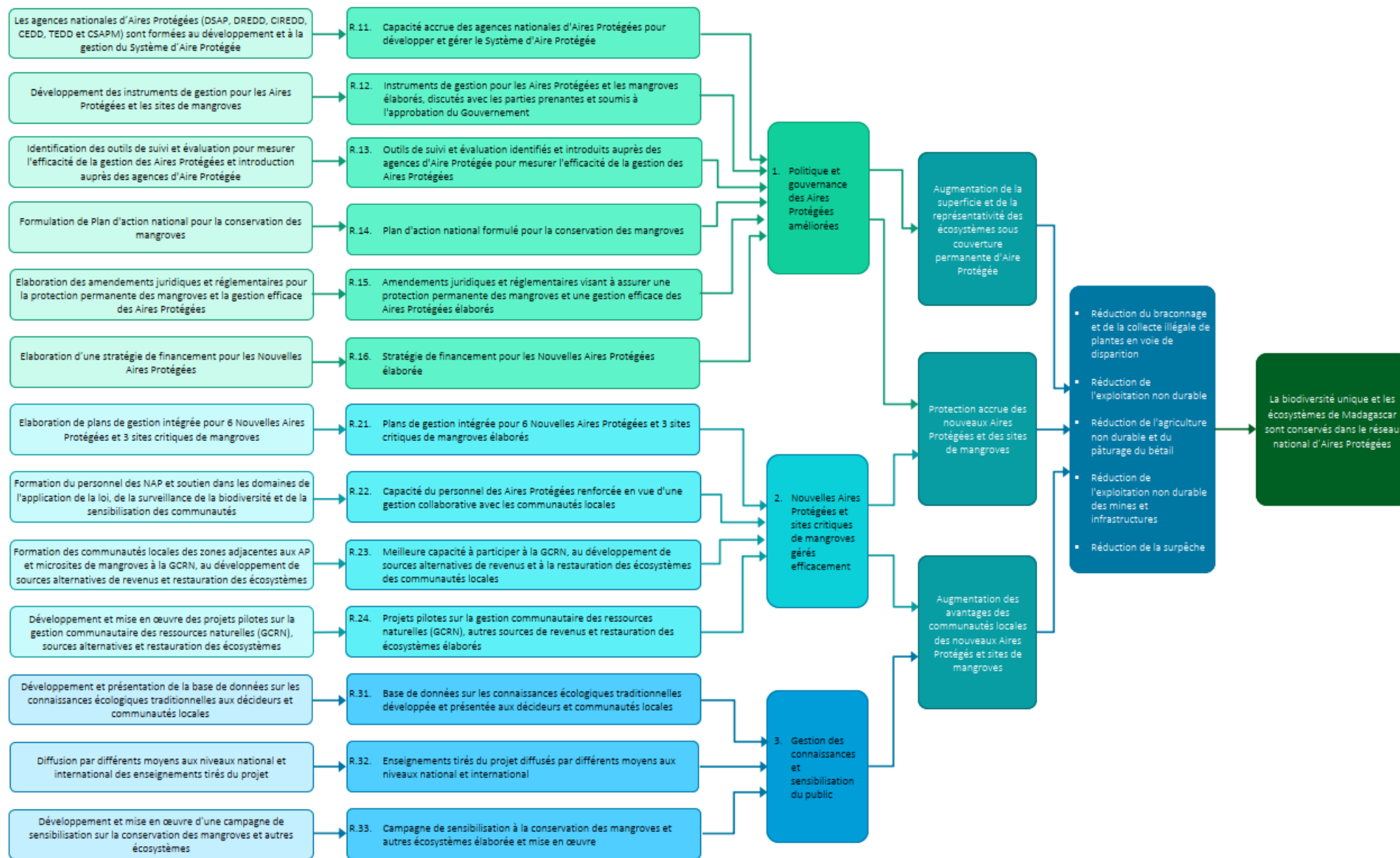
The analysis of the quality, clarity and suitability of the project design demonstrated the suitability of the project design.

Indeed, the clarity and logical consistency between the inputs, activities, products and expected effects for the achievement of the environmental and development objectives of the project seem obvious although the inputs were not formally defined in the document. initial project.

The indicators are relevant and in line with the means of verification. Assumptions and risks are still valid. The project design was carried out according to an appropriate timing and the relevant period for the implementation of the project thus contributing to the adequacy of the implementation schedule.

The adequacy of resources and the appropriateness of budget allocations to achieve the desired results cannot be assessed at the design level although the multiple funding system is a definite asset for the implementation and sustainability of the project.

The analysis of the quality, clarity and suitability of the project design further enabled the theory of change for the S2NPA project to be developed. This theory materialized by Figure 2 is the retrospective construction of the overall logic underlying the project, both in its design and in its implementation. It constitutes an overall presentation of the dynamics of change, as well as the logical paths between the prerequisites and the fundamental objectives of the project, as presented in the project document. It maps and describes how the change is supposed to happen, in accordance with the objectives and intervention priorities of the S2NPA project.



3.4- Analysis of the effectiveness of the implementation of the project

The effectiveness of a project mainly concerns the assessment of the level of achievement of its objectives and operational results. Thus, in the specific context of the S2NPA project, the analysis of the effectiveness of the intervention focused on the analysis of the state of achievement of the results and products of each of the four components of the project during the period of the review. More specifically, the analysis focused on (i) the quality of the organization and supervision of the work, (ii) the realism of the work plans, (iii) the level of implementation of AWPBs and production of deliverables, (iv) the functionality of the monitoring and evaluation system and (v) the probability of impact of the actions implemented.

3.4.1- Quality of work organization and supervision

The project document provides for a specific mode of work organization as well as a governance mechanism comprising structures for the implementation, supervision and monitoring and evaluation of activities. It is precisely:

- **UN-Environment** GEF project executing agency and member of the Steering Committee. It acts as a liaison between UN Environment and the GEF Secretariat and reports on progress against defined milestones;
- **MEDD**, Project implementation agency, intervenes to ensure the consistency of the project with national policy and the general program of its department. The **Department in charge of Protected Areas of the Ministry of Environment and Sustainable Development Madagascar** (DAPRNE / MEDD Madagascar) ensures that the project is implemented in accordance with the agreed objectives, activities and budget, provides the products and demonstrates its best efforts to achieve the results of the project. It also coordinates activities with other key government partners.
- **PMU Project Management Unit** made of :
 - o A National Project Director (DNP)
 - o A Deputy National Project Director
 - o A DNP Technical Assistant
 - o A Protected Area Technical Manager
 - o A Biodiversity Technical Manager
 - o A Communication Manager
 - o A Monitoring and Evaluation Manager
 - o An Administrative and Financial Manager

The Project Management Unit is responsible for:

- o Prepare the Project Work Plans and Annual Budget (AWPB) for submission to the Steering Committee (COFIL)
- o Prepare and follow the Standard Letter of Agreement or Letter Of Agreements (LOA) signed with the Regional Directorate for the Environment and Sustainable Development (DREDD) and the site managers;
- o Prepare progress reports, execution and technical reports (PIR) and present them for information to COFIL;
- o Prepare technical and financial reports and present them to UN-Environment;
- o Effectively ensure the effective delivery of Project results; and

- Effectively monitor the impacts of the Project in accordance with the monitoring-evaluation system and the logical framework.
- **Project steering committee:** is responsible for ensuring the political, strategic and technical orientation for the implementation of the project. It meets every year, or on an extraordinary basis as needed, to:
 - Provide general advice and ensure coordination between all parties;
 - Contribute to monitoring the implementation of the project;
 - Examine the technical and financial reports for the previous year, the annual work plans and budgets prepared by the National Project Director and the technical team, in accordance with the project objective and the rules of MEDD Madagascar, GEF and UN Environment
 - Improve the synergy between the GEF project and other initiatives implemented in the project area; and
 - Provide advice on political and strategic issues to be taken into account during the implementation of the project.

Members of COPIL include:

- The Secretary General of MEDD Madagascar, Chairman of the Steering Committee,
- UN-Environment Representative, Co-Chair
- The Director General in charge of Forests,
- The Focal Point of the Global Environment Facility
- The Director of Planning, Programming and Monitoring and Evaluation,
- The Director in charge of Protected Areas
- the DREDD
- Ministry in charge of Regional Planning
- Ministry in charge of Mines and Petroleum
- Ministry in charge of Agriculture, Livestock and Fisheries
- Ministry in charge of Transport, Tourism and Meteorology
- National Office for the Environment
- NGO Project Managers: The Director of Durrell, The Representative of Missouri Botanical Garden (MBG), The Director of The Peregrine Funds (TPF)
- The Director of Development and Environment Law Center (DELIC) Representative of donors for Protected Areas:
 - Executive Director of the Foundation for Protected Areas (FAPBM)
 - Representative of the other managers of Protected Areas:
 - Director of Conservation Strategies, Conservation International

Depending on the needs on specific issues, an advisory group can be formed to provide any other guidance or expertise required by the specific agenda of COPIL.

- Site managers / DREDD: are institutions already having bases on the Project intervention sites or entities specialized in certain specific activities planned by the Project. The Regional Directorates for the Environment and Sustainable Development (DREDD) are those in charge of providing services in the implementation of the Project. They will contribute to the complementary joint financing assistance to the Project in order to achieve the expected objectives. The specific activities of the Site Managers / DREDD are the subject of a standard Letter of Agreement signed with the Project Management Unit

(PMU) which specifies the rules for spending the funds, the activities required as well as the intervention schedules. . During the implementation of the Standard Letter of Agreement, The Site Managers / DREDD will be responsible for: - Implementing the specifications stipulated in the standard Letter of Agreement signed with the PMU; - Prepare Annual Work Plans and Budgets for approval by the PMU; - Supervise the local communities; and - Prepare technical and financial reports for the PMU.

- **The SAPM Commission** is a consultation and collaboration body in order to promote cooperation between the various ministerial departments and the various stakeholders in the field of Protected Areas and to ensure their participation in the development policy of the Protected Areas System of Madagascar. It also serves as a mediation platform for possible conflicts of interest between sectors and actors working in protected areas. This commission is placed under the supervision of the Ministry of the Environment and Sustainable Development.
- **The Orientation and Evaluation Committee**(COE) is an ad hoc committee at the regional level and brings together the Regional Director of Environment and Sustainable Development (DREDD), the Staff of the Region, the Regional Director for Rural Development (DRDR), the Deconcentrated Technical Services (STD), the Presidents of the municipal councilors, the representative of the police and the representatives of NGOs. It is a deliberation and guidance body at the regional level. The WCC ensures: - Global orientation and recommendation; - Evaluation of activities and monitoring of management efficiency; - The validation of the activity program; - The application of the laws and regulations in force of forestry and fishing laws; and - Conflict management.
- **The Steering and Monitoring Committee**(COS) is a committee set up at the level of each PA and brings together all the local authorities concerned by the establishment and monitoring of the PA and professionals in the fields of environment and development who have the experience and willingness to help guide the overall management of the area. It is endowed with executive and legislative power concerning the management of the PA, the formalization of the decisions proposed by CGP and the strategic direction of management of the PA as well as the integration into the planning at the regional level.
- **Local communities**: are made up of the populations of the villages in the areas adjacent to the Protected Areas sites and the mangrove microsites of the S2NPA Project. They will contribute to different stages and components of the Project, in order to ensure that their needs and constraints are always taken into account during the processes. Also, the population of the target villages will participate in CBNRM and benefit from training on alternative sources of income and ecosystem restoration for the improvement of their standard of living through the sustainable use of these resources. Local communities are also in charge of implementing rural development projects.

3.4.2- Realism of work plans

The annual work and budget plans (AWPB) and annual work plans (PAT) of the project are drawn up from the general multi-year planning document of the project which itself is based on the matrix of the project's logical framework. It is therefore planning in accordance with the principles of project management.

The implementation of these different plans has experienced delays and has undergone periodic readjustments which do not call into question the initial objectives of the project. The work plans remain realistic on the whole and regularly take into account delays and make adjustments and reprogramming, or even sometimes the integration of new activities that have become necessary depending on the context of

the project and new orientations of the COPIL. The COPIL meeting in 2020 could not be held because of the COVID 19 pandemic.

Delays in the implementation of activities were resolved by the field teams in consultation with the project team, in particular by:

- Reorganization of the team, in particular by increasing the number of staff working on the activities; by carrying out missions in parallel, by mobilizing DREDD agents even outside the intervention zone
- Report of activities not carried out to the following quarters and request to extend the deadlines for the reports
- Fund release the first month of the quarter

3.4.3 - Project management by UNEP

The supervision mission of UNEP is more or less effective. Effective because it gives more latitude to the local team for the search for alternatives and therefore induces the development of initiatives which are very important for the appropriation of the project and therefore for the sustainability of the activities initiated by the project.

Less effective despite the permanent remote contact because the observation is not continuous. Despite the frequent contact established with the UN Environment manager, first-hand observation is always more effective in understanding, analyzing and giving the most appropriate advice. The perceptions of stakeholders on the monitoring system also confirm the need for more frequent support. The fact that the actors ask the PMU to make remarks and comments on the strengths and points to be improved in relation to the execution of technical and financial activities, indicates this need for support.

However, the UN Environment missions could not be carried out due to the COVID 19 pandemic which does not allow international travel.

3.4.4 - Level of implementation of AWPBs and production of deliverables

On the basis of the data collected both from stakeholders and through the analysis of the project progress reports, it emerges a globally satisfactory level (37% average achievement of activities listed in the Work Plans and Annual Budgets (PTBA) of the S2NPA project.

3.4.4.1 - Under component 1 relating to improving PA policy and governance

The activities relating to this component were carried out on average at 44% at 36 months of project implementation. The review notes an average progress in the realization of the activities of this component. The project management tools were all developed mid-term. The capacity building of national PA agencies (DSAP, DREEF, CIREEF, CEEF, TEEF and CSAPM) to develop and manage the PA system is 50% at mid-term. The PMU and members of the Ministry's staff benefited from capacity building.

Board 8 : Status of activities of component 1

Results	Achievement in%	Planned completion date⁹
<i>Output 1.1.1 National PA agencies (DSAP, DREEF, CIREEF, CEEF, TEEF and CSAPM) have increased capacity to develop and manage the PA system</i>	50	December 2022
Activity 1.1.1.1 Develop and implement training programs (Needs assessment and development of the training plan)	40	December 2022
Activity 1.1.1.2 Strengthen the skills of the Madagascar PA System Commission (CSAPM)	40	December 2022
Activity 1.1.1.3 Develop project management tools	100	June 2020
Activity 1.1.1.4 Hold workshops to launch the project at national and regional level	80	February 2022
Activity 1.1.1.5 Strengthen the capacities of national PA / PMU agencies	60	December 2022
Activity 1.1.1.6 Monitor Activities by the PMU	45	December 2022
Activity 1.1.1.8 Perform project assessment	50	December 2022
<i>Output 1.1.2 Management instruments for protected areas and mangroves are developed, discussed with stakeholders and submitted for government approval</i>	50	December 2022
Activity 1.1.2.1 Standardize / update PA management tools	50	December 2022
Activity 1.1.2.2 Revitalize and / or create SAPM sub-committees	40	December 2022
<i>Output 1.1.3 Monitoring and evaluation tools to measure the effectiveness of PA management are identified and introduced to PA agencies</i>	50	December 2022
Activity 1.1.3.1 Develop monitoring and evaluation tools for each pilot site	50	December 2021
Activity 1.1.3.2 Hold training and information sessions for the actors concerned (central and decentralized MEDD, COS, COE) on monitoring and evaluation tools	40	December 2022
<i>Output 1.1.4 A national action plan for the conservation of mangroves is formulated</i>	40	December 2022
Activity 1.1.4.1 Make an assessment of the inventory of mangrove sites	40	December 2022
Activity 1.1.4.2 Develop regional action plans and strategies for the sustainable and rational management of mangroves	20	December 2022
Activity 1.1.4.3 Develop the national action plan for the sustainable and rational management of mangroves	75	December 2022
<i>Output 1.1.5 Legal and regulatory amendments aimed at ensuring permanent protection of mangroves and effective management of PAs are developed</i>	50	December 2022
Activity 1.1.5.1 Hold technical workshops for the harmonization and consistency of intersectoral activities	75%	December 2022
Activity 1.1.5.2. Revise legal and regulatory texts	10%	December 2022
<i>Output 1.1.6 Funding strategies for New Protected Areas are developed</i>	0%	December 2022

⁹According to the last logical framework of the project (last revision of the project)

Results	Achievement in%	Planned completion date ⁹

Management instruments for protected areas and mangroves have been developed, discussed with stakeholders and submitted for government approval. The six new protected areas are currently updating the Development and Management Plans. Public consultations were carried out at the level of Fokontany, Communes, Districts, Regions, Orientation and Monitoring Committee.

In the establishment of a mangrove management framework, mangrove reflection workshops were carried out in the Regions of Diana, Boeny and Menabe in the presence of all stakeholders: Region, Regional Directorates of the Environment and of Sustainable Development, Regional Directorate in charge of Fisheries, local community, decentralized territorial communities, other decentralized technical services, and the National Committee for Integrated Coastal Zone Management.

The development and management plans for mangrove sites are being drawn up. The establishment of a mangrove management framework at the regional level is also being prepared.

Monitoring and evaluation tools to measure the effectiveness of PA management are identified and introduced at the level of the Protected Areas system. This is the METT tool (Management Effectiveness Tracking Tool) which is used to measure the effectiveness of management in protected areas outside the Madagascar National Parks Network. A few Ramsar sites also use the R-METT variant for wetlands. The six New Protected Areas are currently in the process of adopting the METT tool together.

The Department of Protected Areas, Renewable Natural Resources and Ecosystems (DAPRNE) and the Hay Tao project are in the process of developing a mangrove management strategy at the national level.

Legal and regulatory amendments aimed at ensuring permanent protection of mangroves and effective management of PAs are being developed. The national commission for the Integrated Management of Mangroves has been revitalized.

A draft interministerial decree fixing the management of mangrove ecosystems on a transitional basis is in the process of being adopted. The main objective of this draft text is to find the balance between conservation and enhancement until the development of the national management and governance strategy of the mangrove ecosystem. Three mangrove sites are the subject of development and management plans (Pag). In addition, an update of the PAGs is underway for the six new protected areas.

The PMU and members of the staff of the Ministry benefited from capacity building within the framework of the development activity and the implementation of training programs.

The Department of Protected Areas, DREDDs, site managers, representatives of local communities, the public and private sectors have benefited from capacity building. These reinforcements are relative:

- the new MEDD orientations in matters of governance of protected areas and PA management tools. These new orientations were developed in collaboration with the Directorate in charge of PAs, USAID Hay Tao and the Kobaby Project. ,
- new framework Planning and Management Plan AP,
- draft management delegation contract and specifications,
- Tool for evaluating the management effectiveness of METT PAs, environmental management and social safeguard framework,
- Business plan,

- Manual for monitoring and evaluation of natural resource management transfers, green list of PAs, priority vocations of PAs, SMART and SIAGAP,
- Capacity building of DREDDs and Site Managers on the use of tools developed under the project: in particular the Communication Strategy, the Monitoring and Evaluation Plan and the study on gender.

The project contributed to the process of developing a regional action plan for the management of mangroves. A collaboration of the Directorate in charge of protected areas and the Hay Tao Project, funded by USAID is in perspective for the development of the mangrove management strategy at the national level.

However, some activities could not be carried out as planned. These include in particular:

- the 2020 COPIL meeting due to the COVID 2019 pandemic.
- Assessment of the inventory of mangrove sites. However, the REDD + project within the Ministry of Environment and Sustainable Development has already carried out an inventory of Mangroves in the western part of Madagascar, including the Mangrove sites of the Project, to assess the carbon stock.
- The development of regional action plans and strategies for the sustainable and rational management of mangroves because this can only be done after the development of the national Mangrove Management strategy
- The revision of legal and regulatory texts postponed for the year 2021
- The development of financing strategies for the New Protected Areas which requires the prior development of a business plan for the nine sites.

3.4.4.2 - Under component 2 relating to the effective management of new protected areas and critical mangrove sites (in existing protected areas)

The activities relating to this component were carried out on average at 40% at 36 months of project implementation. The review notes an average progress in the realization of the activities of this component.

60% of the management plan development activities for the 9 protected areas have been completed. Public consultations at the level of 3 Communes, ecological and socio-economic studies, verification of field limits were carried out on the Tsimembo Manambolomaty site in order to update the PAG. A mangrove brainstorming meeting was organized with a view to developing PAG and PGESS.

The capacity building of PA managers (manager, administration, local community) was continued and should be completed by the end of 2021. Five skills building sessions were held in Ambaro Bay, Boanamary , Makirovana and Tsimembo Manambolomaty. More than 240 people have received training. The nine regional directorates as well as the partners at the level of the sites concerned by the project have been provided with computer and technical equipment. Six rehabilitation works were carried out and the maintenance of 4 rolling stock was financed by the project.

Board 9 : Status of implementation of component 2 activities

Results	Achievement in%	Planned completion date
Output 2.1.1 <i>Integrated management plans for 9 PAs are developed</i>	60	December 2022
Activity 2.1.1.1 Develop / update the PAG, PGESS and development plans / Theory of change	50	December 2022

Results	Achievement in%	Planned completion date
Output 2.1.2 <i>The capacity of PA staff is strengthened for collaborative management with local communities</i>	30	December 2022
Activity 2.1.2.1 Strengthen the skills of PA managers (manager, Administration, local community)	50	December 2022
Activity 2.1.2.2 Build the capacities of PA managers	50	December 2022
Activity 2.1.2.3 Integrate the gender approach in natural resource management	30	December 2022
Output 2.1.3 <i>Local communities in areas adjacent to PAs and mangrove microsites have a better capacity to participate in CBNRM, development of alternative sources of income and ecosystem restoration</i>	50	December 2022
Activity 2.1.3.1 Identify Alternative Activities	41	December 2022
Activity 2.1.3.2 Train communities on Alternative Activities	30	December 2022
Output 2.1.4 <i>Pilot projects on community-based natural resource management (CBNRM), other sources of income and ecosystem restoration are developed and being implemented</i>	45	December 2022
Activity 2.1.4.1. Identify the people affected by the creation and management of Protected Areas and Mangroves (PAPS)	60	December 2022
Activity 2.1.4.2 Build and rehabilitate conservation infrastructure	25	December 2022
Activity 2.1.4.3 Carry out control, biodiversity monitoring and ecological monitoring activities	55	December 2022
Activity 2.1.4.4 Create and / or revitalize TGRN (Natural Resource Management Transfer) and GCF (Contractualized Forest Management)	20	December 2022
Activity 2.1.4.5 Promote restoration activities	60	December 2022
Activity 2.1.4.6 Put in place the measures to prevent and fight against bush fires	40	December 2022
Activity 2.1.4.7 Restore and enhance sacred and cultural sites	10	December 2022
Activity 2.1.4.8 Delimiting the Protected Area	10	December 2022
Activity 2.1.4.9 Monitor the implementation of the PAG	30	December 2022
Activity 2.1.4.10. Support the community in the implementation of rural development projects	25	December 2022
Activity 2.1.4.11. Monitor Activities	50	December 2022
Activity 2.4.12 Carry out awareness-raising at site level	50	December 2022

Local communities in areas adjacent to PAs and mangrove microsites have a better capacity to participate in CBNRM, development of alternative sources of income and ecosystem restoration.

Forty-two people have been trained in alternative activities. Previously, investigations were carried out to identify suitable alternative activities in the sites of Bemanevika, Boanamary, Tsimembo Manambolomaty, Baie d'Ambaro and PK 32 Ranobe.

More than 300,000 young plants have been produced thanks to the support of the project. The poultry, beans and onions sectors have been popularized in Tsimembo Manambolomaty and Bemanevika. Ten management transfer contracts were signed.

The people affected by the creation of protected areas were identified during the creation of these new protected areas. Those of mangrove sites have yet to be identified.

75% of the work has been completed on the rehabilitation of the Amboangibe Environment and Forests triage office, at the Makirovana site.

In Bemanevika, the field trips necessary to carry out the environmental impact study in the construction of the dam were carried out (public consultation, commitment of beneficiaries and local authorities). 105 control, biodiversity monitoring and ecological monitoring missions were carried out at the nine sites during the second half of 2020

More than 500 ha of land have been reforested and / or restored.

Over 300,000 young plants have been produced during the last two quarters. Monitoring missions were carried out by site managers and DREDDs.

However, no restoration and enhancement of sacred and cultural sites has been carried out so far.

3.4.4.2.3 - For the participation of local communities

The participation of local communities is evident on all the sites. Three important motivations can explain this strong community participation:

- Community mobilization that was prompted by the project: The need to carry out community mobilization forced local actors (partners) to develop a community mobilization approach based on local leaders (whose characteristics are that they are the most listened to within the whole population: it is either traditional chief, depositary of administrative or communal authority like the mayors and the president of fokontany, former nurserymen,...).
- The existence of individual motivation materialized by the solontsakafo (literally compensation for meals) for fairly difficult activities such as participation in control patrols.
- The implementation of income-generating activities which constitute an important motivation at the household level.

These three motivations work together and we can think that if one of these motivations no longer exists, mobilization will decrease over time.

The impacts of these mobilizations are evident on all of the project sites.

However, the project has also induced negative impacts within these communities which appear in the form of aid addiction. The focus groups have shown that many farmers have become accustomed to asking for more aid. Yet IGAs cannot be considered as aid for the development of local communities.

3.4.4.3 - Under component 3 relating to Knowledge management and public awareness

The activities relating to this component were carried out on average at 28% at 36 months of project implementation. The review notes insufficient progress in the implementation of the activities of this component.

Despite this development, activities on traditional ecological knowledge have not been started, although they constitute a key element of the project.

Dissemination activities (structuring of the website, participation in events) which are in fact linked to the lessons learned from the project were carried out without these lessons having been. In addition, communication media have also been developed more to publicize the project than to disseminate its content. The implementation of the activities is satisfactory from a quantitative point of view but the quality of the

achievements remains to be improved because the numerous technical achievements of the project have not yet been capitalized before dissemination.

Board 10 : Status of implementation of activities for component 3

Results	Achievement in%	Planned completion date
Product 3.1.1 <i>Traditional Ecological Knowledge (TEK) database is developed and presented to decision makers and local communities</i>	10	December 2022
Activity 3.1.1.1 Take stock of traditional and local knowledge on biodiversity conservation issues	10	December 2022
Activity 3.1.1.2 Develop a framework for securing this knowledge	0	December 2022
Output 3.1.2 <i>Lessons learned from the project are disseminated through various means at national and international levels</i>	20	December 2022
Activities 3.1.2.1 Develop means of disseminating lessons learned	50	December 2021
Activity 3.1.2.2 Participate in the celebration of world and international days	40	December 2022
Activity 3.1.2.3 Disseminate lessons learned from the project	20	December 2022
Product 3.1.3 <i>An awareness campaign for the conservation of mangroves and other ecosystems is developed and implemented</i>	25	December 2022
Activity 3.1.3.1 Organize awareness campaigns	40	December 2022
Activity 3.1.3.2 Develop communication supports	50	December 2022
Activity 3.1.3.5 Strengthen the capacities of national PA agencies in relation to communications	40	December 2022

3.4.5- Functionality of the monitoring and evaluation system

In terms of monitoring and evaluation, the review noted the normal conduct of project supervision operations by the Project Implementation Unit and the Management Unit. The PMU's monitoring and evaluation team regularly organizes monitoring missions sanctioned by technical and financial progress reports of the project.

The PMU has set up a monitoring system comprising in particular a matrix of indicators and definition sheets of eight "key indicators", most of which have reference values and target values. Analysis of site documentation indicates the development and use of a project results monitoring matrix. Monitoring and evaluation missions were carried out at the project sites during the years of project implementation 2018 to 2020.

If the project coordination, supervision and monitoring activities are carried out in an overall satisfactory manner, the review notes the absence of project audit activities after 2018 in accordance with what was defined in the project document which provides for a project audit mission each year. This absence is probably due to the COVID 19 situation that has prevailed since.

3.4.5- Probability of impact of the actions implemented

The mid-term review mission noted many signs of a positive effect attributable to project activities in terms of improving the living conditions of communities in the target areas. These changes are above all economic and financial. They mainly result from the improvement of the means of production, the increase in the level of productivity and production, the diversification and promotion of new income-generating activities, the

diversification of activities, the increasing participation of women. productive activities and decision-making power within the household and within the community.

In general, the partners and grassroots communities met were satisfied with the support work with the projects and strongly hope that the activities (especially the IGAs) will continue for several years.

A convergence of the perceptions of the actors and the observations and analyzes carried out (following the interviews in the field and with resource persons as well as the documentary analysis) leads to the conclusion that the probability of impacts of the actions of implementation of the project at mid-point. route is insufficient.

All the activities planned to be carried out have been carried out although the quality of the work remains to be improved.

The functioning of the actors for the realization of the activities is efficient. Indeed, despite the obstacles (delays due to organizational, technical or financial causes) in their realization, the actors mobilized to find the adapted solutions so that the activities are carried out anyway (postponement of the deadlines of the activities, reorganization of the work by mobilizing staff, etc.).

The monitoring and evaluation system is generally satisfactory, although the actors are asking for comments on the strengths and areas for improvement in relation to the execution of technical and financial activities.

3.4.6- Summary of the overall effectiveness at mid-term of the project

Despite the delay observed in the start of project activities due to the slowness of certain technical, organizational and administrative difficulties essential to the establishment of technical and financial resources, the mid-term level of achievement of the S2NPA deliverables allows to say insufficient overall efficiency.

However, the possibilities given to actors to postpone activities should make it possible to catch up with the delays in their achievements.

In addition, the review revealed that activities could not be carried out entirely at the level of the three components and especially that the capitalization of results was not sufficiently carried out to ensure the accomplishment of the activities of most of the activities of component 3.

Board 11: Summary of elements for analyzing the effectiveness of the project

Elements analyzed	Observations
Quality of work organization and supervision	Organization and supervision of work generally satisfactory
Realism of worktops	Compliant worktops and occasional readjustment objects
Project management by UNEP	Effective but missions have been hampered by the COVID 19 pandemic
Level of implementation of AWPBs and production of deliverables	Insufficient level of execution of the AWPBs and PATs of the project and the need to review the content from the point of view of its quality
Functionality of the monitoring and evaluation system	Functional monitoring and evaluation system Supervision and monitoring activities carried out. Regularly produced project progress reports
Probability of impact of the actions implemented	Positive impact at community level felt mid-term of project implementation

3.5- Analysis of the efficiency of project management

The appreciation of the efficiency of a project measures in general rules, the relation between the activities, the available resources, and the expected results. The main stake here remains that of the optimal management of resources through the choice of economically advantageous solutions. In the specific context of the S2NPA project, the project's efficiency analysis focused on compliance with work schedules and budget execution in line with the planned levels of deliverables.

3.5.1- Adherence to work schedules

Over the 36-month period, the review notes an insufficient level of implementation of the S2NPA project work schedules, with an average rate of implementation of the Annual Work Plans and Budget (AWPB) of 41% while 60% time has been consumed.

The project is still progressing on the ground for each of its components, despite the delay observed in its start-up, due to external administrative burdens but also because of technical problems linked to the passage of a cyclone which prevents the descent on the ground (uncertain access) , the overlap of activities of partners and DREDD agents requiring the postponement of activities or the planting period that coincides with the rice harvest thus delaying planting due to unavailability of labor, etc. ...

3.5.2- Budget execution level in relation to the planned deliverables

327 - Financial management and cost-effectiveness of the project

A proportion of about 30% of the total amount foreseen for the three main components of the project has been disbursed and this for an elapsed period representing about 36 months of the total period (duration of 60 months). This despite the difficult conditions experienced by the country in 2020 (Covid 19 pandemic) and the delay in the start of the project.

Overall, we are below a financial mid-term review, but the two arguments mentioned above explain this well. As a result, given the remaining duration of the project of approximately 24 months, special attention should therefore be paid to the effective completion of the works reinscribed in the 2021 and 2022 AWPBs of the project.

Board 12: Summary of the budget execution statement at the end of 2020 (%)

Expenses by Result	Year 2018	Year 2019	Year 2020	% Cumulative achievements
Outcome 1.1 Strengthened policies, governance and financing frameworks for PA management, including for the conservation of biodiversity and mangrove ecosystems	11%	20%	34%	65%
Outcome 2.1 Six (6) new protected areas and 3 critical mangrove sites within existing protected areas are managed in a participatory manner and generate improvements in livelihoods	4%	1%	16%	22%
Outcome 3.1 Implementation of lessons learned from the project and increased public awareness of biodiversity conservation	9%	1%	2%	12%
TOTAL	6%	4%	18%	29%

In view of the level of implementation of activities and achievement of results (presented previously), the financial execution can be considered satisfactory despite some delays identified in the production of certain deliverables. Halfway through, a third of the budget has been used up¹⁰ and many actions have already been implemented.

Board 13 : Comparison between budget execution level and activity achievement level

Components	Budget execution (%)	Completion of activities (%)
Outcome 1.1 Strengthened policies, governance and financing frameworks for PA management, including for the conservation of biodiversity and mangrove ecosystems	65	44
Outcome 2.1 Six (6) new protected areas and 3 critical mangrove sites within existing protected areas are managed in a participatory manner and generate improvements in livelihoods	22	40
Outcome 3.1 Implementation of lessons learned from the project and increased public awareness of biodiversity conservation	12	28
Mean	33	37

We can estimate that the use of financial resources was efficient in relation to the various activities that were supported and also in terms of the acquisition of expected products. A priori, the project will therefore be able to implement the rest of the activities without financial difficulty (70% of the budget balance).

However, given the level of implementation of activities and achievement of results¹¹, we can make the following remarks:

- Budget execution was highest at component 1 level. 65% of financial resources were spent at mid-term of the project while the execution rate was only 44% (cf. Table 13).
- On the other hand, component 2, in which support for the development of IGAs is integrated, mobilized only 22% of the allocated budgetary resources, while the average implementation rate of activities is 40%. The explanation given by the partners was the financing of activities by mobilizing funds from their co-financing. In fact, these PA management partners must in any case carry out, with or without the project, the activities relating to this component.
- 12% of the allocated budget was spent on component 3 because many activities have not yet really started (27% of activities carried out). The identification of local ecological knowledge as well as its capitalization is essential for the realization of the activities of this component.

3.5.3- Summary of the analysis of the project's efficiency

The analysis of the mid-term efficiency of the S2NPA shows an insufficient level of execution of the AWPBs and PAA of the project, with some delays identified in the realization of the activities due to technical, organizational and contextual reasons (COVID 19 , Weather). However, changes can still be made and should allow these activities to be carried out until the end of the project.

¹⁰ Since so far 29% of the planned funds have been received (1,108,919 USD out of the 3,719,300 USD planned).

¹¹The data obtained do not mention the breakdowns of expenditure by product but only by expected result. This does not make it possible to draw up a precise observation of the effectiveness of the implementation of activities in relation to budget execution.

Budget execution was 65% for component 1 for an implementation rate of 48% of activities. Most of the costs incurred in this component relate to training and capacity building.

On the other hand, the budget execution of component 2 was only 21% for an activity implementation rate of 40%. This component integrates the development of IGAs. The budget execution of component 3 was 12% for an activity implementation rate of 27%.

This situation is due to the mobilization of co-financing by the partners to allow them to continue their activities even during the confinement period.

Board 14 : Summary of the elements for analyzing the efficiency of the project

Elements analyzed	Observations
Respect of work schedules	Work schedule characterized by delays observed in carrying out certain activities
Budget execution level in relation to planned deliverables	High consumption with regard to component 3, which however depends on the other two first components not fully realized

3.6- Analysis of the consideration of gender issues

The analysis of the consideration of gender-specific issues mainly focuses on the assessment of the level of involvement of women and consideration of their specific needs during the design and implementation phases of the project.

3.6.1- Taking gender into account in the design and implementation of the project

The analysis of the development report of the S2NPA project logical framework and of the project document does not reveal an effort to identify and categorize the project stakeholders at the design level (see annex 6). On the other hand, the integration of the gender approach in the management of natural resources was planned as an activity to be carried out within the framework of the project. A gender study which resulted in a draft gender action plan for the S2NPA project was drawn up and finalized in June 2019. as an activity, was only completed at 30% mid-term.

3.6.2- Influence of the project on gender relations

The formulation of the S2NPA project does not present a specific analysis of the influence that the implementation of the project could have on the relations between men and women.

From the data collected on the perceptions of the actors, they believe that the relations between men and women within the communities bordering the sites could have been influenced by:

- Awareness and training on the creation and management of an association
- The change initiated by these awareness was then reinforced in the implementation of project activities such as restoration and monitoring and control of resources by VOIs.

3.6.3- Level of involvement of women in project implementation

A large part of the actors surveyed (90%) consider that the gender dimension has been taken into account by the project. The following specific actions against women have been provided to substantiate this claim:

- Prioritization of women on IGAs carried out

- Environmental education
- Collection of data and information at household level.
- Active participation of women in reforestation activities
- Nursery

3.6.4- Summary of the consideration of gender issues

Although the results of taking gender into account in the project seem to appear at the local level, the gender mainstreaming activity has not been carried out as planned (30% achieved since the start of the project). The gender study drawn up in June 2019 does not seem to have been used, although it resulted in an outline of an action plan for integrating gender into the S2NPA project.

Some of the proposed axes and objectives of this outline are certainly quite difficult to achieve because they are not really adapted to the context of the project. We can cite, for example, objective 2 of this outline: Ensure gender parity in the context of recruitment, training / capacity building and career management in the project. This objective does not take into account the fact that the S2NPA project is not intended to last over time, so the terms “recruitment” or “career management” are therefore not appropriate to the context.

On the other hand, the proposed axes or objectives of this outline can make it possible to carry out activity 2.1.2.3 Integrate the gender approach in the management of natural resources. We will mention in particular: Objective: Make communities aware of the importance of equity in their activities and in their daily life - Specific objective: Encourage equal participation of men and women in the household economy and thus promote access to education for children - Action: Identification of potential IGA compatible with both sexes and cultures.

Board 15: Summary of the elements of analysis for the consideration of gender-specific issues

Elements analyzed	Observations
Gender mainstreaming in project design and implementation	Development of a tool on gender but little taken into account in the implementation of the project
Project influences on gender relations	Induced influence of the project from awareness raising and the implementation of activities
Level of involvement of women in the implementation of the project	Significant involvement of women in the implementation of the project despite their inability to carry out certain activities

3.7- Analysis of the durability of effects and products

The viability analysis refers to the assessment of the conditions for the sustainability of the achievements of the project. This mainly involves ensuring that relevant arrangements have been made to guarantee the sustainability of the products and effects obtained during and at the end of the project. The conditions for the sustainability of the achievements of the S2NPA project were assessed through the analysis (i) of the level of ownership of the project by the members of the Management in charge of protected areas (ii) of the effective involvement of stakeholders in the pursuit actions to preserve protected areas. This last criterion was assessed by the survey data relating to (1) Possible obstacles to the sustainability of the expected effects and products of the project (2) Specific measures to be taken to guarantee the sustainable maintenance of the project's achievements (3) Technical and to be taken by the actors to guarantee the sustainable maintenance of the

achievements of the project (4) Contextual conditions or relevant developments for the sustainability of the effects and outputs of the project (5) and the level of political support. Indeed, this information makes it possible to assess the level of involvement of these actors and their ability to find alternatives to the difficulties encountered during and after the project.

3.7.1- Level of ownership and integration of the project within the MEDD

A junction of the points of view of all the actors consulted is also observed at the level of the institutional set-up. The institutional anchoring of the project within the Ministry (DAPRNE) and the consideration of DREDD as an active actor in the project ensure the implementation of activities until the end of the project and reinforce its appropriation by the Ministry.

In fact, on the one hand, the project reinforces the activities which are already carried out by DAPRNE and should continue even in the event of withdrawal from the project. On the other hand, the active involvement of the DREDDs in the project has in fact made it possible to re-establish their usual initial function (before the national environmental action program) which is awareness-raising (for the preservation of forests, the fight against bush fires, etc.), technical support (support for the production of seedlings, enrichment and forest restoration), forest control (the effectiveness of which has been reinforced by the involvement of grassroots communities) .

The project clearly enabled institutional strengthening at the central, regional and local levels. However, at the local level, it seems that the presence of partners to provide regular support is essential.

3.7.1- Possible obstacles to the sustainability of the expected effects and products of the project

The possible obstacles to the sustainability of the effects and products expected from the project are generally:

- Uncertainties related to the lack of climate control, those of the COVID 19 pandemic and in some regions insecurity
- The sustainability of the achievements also remains uncertain and could have a significant impact on the beneficiaries who seem to be dependent on aid and assistance (non-appropriation). The ineffectiveness of the presence of forestry agents in the field due to lack of funding is also to be feared.
- The achievements of the project are not valued or practiced.
- The non-direct involvement of organizations specializing in development and supply chains risks jeopardizing the continuity of actions initiated in the future.

3.7.2- Specific measures to be taken to guarantee the sustainable maintenance of the achievements of the project

The information collected during the review, in particular that revealed by the partners, made it possible to retain the following specific measures to be implemented to guarantee the sustainable maintenance of the achievements of the project:

- The search for co-financing and the need to channel funds towards the conservation of Protected Areas.
- Facilitate / support the initiative of the Managers to seek funding by accelerating the process of granting "management delegation contracts".
- Strengthening collaborations with all the entities involved in the sites (Mayor, Pdt fokontany, VOI, parliamentarian, Mpanjaka, NGOs, etc.) to perpetuate the achievements. This should make it possible to carry out systematic monitoring and supervision over time.

- The mobilization of the authorities to include conservation and development in the Communal Development Plans and the Regional Land Use Planning Scheme.
- Empowerment of beneficiaries in relation to support.

3.7.3 - Technical and economic measures to be taken by the actors to guarantee the sustainable maintenance of the achievements of the project

The following technical and economic measures were proposed as having to be taken by the actors to guarantee the sustainable maintenance of the achievements of the project.

Train communities and local authorities on the technique of management and sustainable use of natural resources. This proposal can be made as part of the implementation of component 1.

Inventory and consolidation of achievements. This proposal can be an essential step in knowledge management

Optimization of control and monitoring efforts. A particular action in this direction must contribute to the achievement of product 2.4 of the project.

Diversification and improvement of sources of income: fishery, basketry. The sustainability of these activities is vital for the continuity of the involvement of communities in strengthening the management of new protected areas especially. This diversification can go as far as setting up cooperatives

3.7.4 - Contextual conditions or relevant developments for the sustainability of the effects and products of the project

Relevant contextual conditions for the sustainability of the effects and products of the project were revealed by the actors and observed during the site visits. These conditions are in particular:

- Knowledge of the needs and environmental problems of the area which should allow action to be taken according to reality.
- Price stability of agricultural products
- Social and political stability, in particular the awareness of national and local decision-makers, is essential for the sustainability of the achievements of the project.
- The ability of communities to save money
- The management of natural resources effectively provides benefits to the local riparian communities.
- Sustainable financial sustainability.

3.7.4- Level of political support

More than 54% of the actors think that there is a real political will to support this project in the long term. More than 63% of stakeholders believe that the risks associated with the implementation of the project were clearly identified during its design. These revelations can be confirmed by the fact that strong support from the institutional stakeholders of the project (MEDD, UNEP, Foundations, Local Management Committee) already exists. The environmental problems that resulted in a significant disruption of the rainy season and the lack of control of the water supply helped to create a global consensus both at the level of citizens and politicians on the need to preserve forest resources.

This political will is a favorable condition for the development and implementation of the measures recommended by the actors themselves.

The review notes that the political support is there because according to the discussions carried out with the former Operational Focal Point FEM a project like S2NPA, made up of 2 or 3 components with many

operational activities in the field, the Ministry, from the design stage, collaborates with other organizations, recognized as having the necessary expertise and experience, in the execution at the level national project. Outsourcing certain project activities to partners is considered particularly advantageous for the Department. In fact, as the principal, the latter only has to submit his instructions and directives to the subcontractor who undertakes to carry out the work requested within the time limits set and in accordance with the instructions given. Another advantage is that the Ministry can concentrate on its basic competences, on the activities which fall within the framework of its sovereign role of the State. In addition, subcontracting with partners makes it possible to increase the quality because they are supposed to have a high degree of specialization in the field concerned. Nevertheless, the Ministry must remain vigilant and avoid the inconveniences of subcontracting. And this is where the Project Coordination Unit which is housed within the Ministry (DAPRNE) must play its role well. Indeed, this allows ownership of the project but also of the data and information collected.

The Ministry has thus put in place a mechanism that allows:

- ensure that all good practices and lessons learned during the project are passed on to it.
- avoid becoming dependent on the partner, the service provider concerned.
- avoid the loss of knowledge and know-how (capitalization component)

3.7.5- Summary of the analysis of the sustainability of the project

The institutional anchoring of the project within the Ministry (DAPRNE) and the consideration of DREDD as an active actor in the project ensure the implementation of activities until the end of the project, reinforce its ownership by the ministry and ensure the sustainability of the project. The sustainability of the achievements of the project is based mainly on the awareness of the actors of the project on the obstacles to the sustainability of the actions and their capacity to formulate the measures to be taken to guarantee the lasting maintenance of the achievements.

The obstacles have been clearly identified and appropriate measures (specific, technical and economic) formulated by these actors.

Board 16: Summary of the elements for analyzing the sustainability of the project

Elements analyzed	Observations
Level of ownership and integration of the project within the MEDD	Integration of the project within a MEDD department ensures its sustainability
Possible obstacles to the sustainability of the expected effects and products of the project	Climate uncertainties Sustainability of achievements
Specific measures taken to guarantee the sustainable maintenance of the achievements of the project	Capitalization of achievements Finance research
Technical and economic measures to be taken by the actors to guarantee the sustainable maintenance of the achievements of the project	Collaboration with local institutions whose capacities need to be strengthened
Contextual conditions or relevant developments for the sustainability of the effects and products of the project	Contextual conditions identified by the actors mark the level of appropriation
political will to support this project in the long term	Strong political support and favorable public opinion

IV- MULTI-CRITERIA ANALYSIS OF OVERALL PERFORMANCE MID-TERM OF THE PROJECT

4.1- Scoring and weighting framework for project analysis criteria

4.1.1- Rating mechanism

In order to achieve greater objectivity in the performance assessment carried out at the mid-term of the S2NPA project, the review proposes a system for rating the elements of analysis (indicators) and for weighting the assessment criteria adopted borrowed from a review that was carried out in Ivory Coast. This ad hoc mechanism of objective assessment takes the form of evaluation grids through which scores are assigned to the evaluation parameters to assess the level of overall satisfaction achieved in the mid-term implementation of the project. Thus, a score between 1 and 4 corresponding to an assessment level ranging from "Insufficient" to "Very satisfactory" is attributed to each parameter of the analysis of the project evaluation criteria.

Interpretation of the assessment: 1 = Insufficient, 2 = Moderately satisfactory, 3 = Satisfactory, 4 = Very satisfactory

4.1.2- Evaluation criteria weighting mechanism

The weighting grid presented below prioritizes (ranks) the evaluation criteria of the project in order of importance. The weighting represents the weight (coefficient) assigned to each evaluation criterion. Thus, the total score of the performance criterion is obtained by multiplying its simple score (appreciation) by its weight (valuation coefficient).

Board 17: Evaluation criteria weighting grid

Evaluation criteria	Weighting
Relevance of the project	15%
Project design quality	20%
Effectiveness of implementation	25%
Management efficiency	20%
Consideration of gender issues	10%
Project sustainability	10%
TOTAL	100%

4.2- Scores of the project analysis criteria

On the basis of the scoring mechanism described above and in the light of the results of analyzes of the assessment parameters of the six (06) project evaluation criteria (relevance of the project, quality of design,, effectiveness, efficiency, taking into account gender and sustainability),

Board 18: Scoring grid for project analysis criteria

Project evaluation criteria	"Performance indicators"	Note				Appreciation
		1	2	3	4	
Relevance of the project	Alignment of the project with national development priorities				x	Very satisfying
	Alignment of the project with national environmental resource management priorities				x	Very satisfying
	Alignment of the project on the axes of interventions, programs and strategic priorities of the GEF and UNEP (UN Environment) as well as on the SDG and UNDAF				x	Very satisfying
	Analysis of the synergy and complementarity of the project with other initiatives				x	Very satisfying
Project relevance score		4				Very satisfying
Quality of project design	Clarity and logical consistency between inputs, activities, products and expected effects with a view to achieving the environmental and development objectives of the project;				x	Very satisfying
	Relevance and adequacy of indicators and means of verification;				x	Very satisfying
	Validity of assumptions and risks;				x	Very satisfying
	Adequacy of the implementation schedule, including delays in project preparation;				x	Very satisfying
	Adequacy of resources from all parties and appropriateness of budget allocations to achieve desired results				x	Very satisfying
Project design quality score		4				Very satisfying
Effectiveness of implementation	Quality of work organization and supervision			x		Satisfactory
	Realism of worktops			x		Satisfactory
	Project management by UNEP			x		Satisfactory
	Level of implementation of AWPBs and production of deliverables	x				Insufficient
	Functionality of the monitoring and evaluation system			x		Satisfactory
	Probability of impact of the actions implemented		x			Moderately Satisfactory
Effectiveness score of project implementation		2.5				Moderately Satisfactory
Management efficiency	Respect of work schedules		x			Moderately satisfactory
	Budget execution level in relation to planned deliverables		x			Moderately satisfactory
Management efficiency score		2.00				Moderately satisfactory
Taking into account specific gender issues	Gender mainstreaming in project design and implementation				x	Very satisfying
	Project influences on gender relations			x		Satisfactory
	Level of involvement of women in the implementation of the project			x		satisfactory
Gender sensitivity score		3.3				Satisfactory
Project sustainability	Level of ownership and integration of the project within the MEDD				x	Very satisfying
	Possible obstacles to the sustainability of the expected effects and products of the project			x		Satisfactory
	Specific measures taken to guarantee the sustainable maintenance of the achievements of the project			x		Satisfactory
	Technical and economic measures to be taken by the actors to guarantee the sustainable maintenance of the achievements of the project		x			Moderately satisfactory
	Contextual conditions or relevant developments for the sustainability of the effects and products of the project			x		Satisfactory
	political will to support this project in the long term			x		Satisfactory
Sustainability Score		3				Satisfactory
Overall project performance score at mid-term		3.1				Satisfactory

4.3- Weighting scores for the project evaluation criteria

The weighting exercise aims to discriminate the relative appreciation of the project evaluation criteria by assigning them valuation coefficients. Thus, the grid below presents, for each of the six evaluation criteria selected, the level of overall performance reached at mid-term of the project on a scale of 1 to 100.

The assignment of the valuation coefficients to the evaluation criteria is made according to the "estimated importance" of each of the criteria at the current stage of the project life cycle. It can therefore vary and give different scores depending on the parameters for estimating the importance of the criteria, the circumstances and the actors involved. The main thing here remains the concern for the most objective assessment possible of the performance achieved by the project.

Thus, as indicated in the weighting grid below, effectiveness appears to be the most important criterion for assessing the performance of the project at the midpoint of its implementation. Weighted at 25%, effectiveness measures the capacity of project teams to deliver the project's products and intermediate results. The assurance of effectiveness at mid-term of the project can be considered as an indicator of the project's capacity to achieve the results at the end of the project.

Like effectiveness, the criterion of efficiency should be the subject of an important assessment at mid-term of the project. It is weighted here at 20%, because it makes it possible to analyze the intermediate levels of performance achieved in the management of work schedules and the adequacy between the achievements and the consumption of the financial resources mobilized.

The weighting of the project design quality at 20% is justified by the fact that a poorly designed project can cause implementation difficulties. The mid-term evaluation can therefore be an opportunity to identify and correct the inadequacies in the formulation of the project, in order to adapt it to the requirements of the field without radically modifying the initial objectives.

Board 19 : Weighting grids for project evaluation criteria

Evaluation criteria	Weight	Simple note	Weighted score
Relevance of the project	15%	4	4.6
Project design quality	20%	4	4.8
Effectiveness of implementation	25%	2.5	3.1
Management efficiency	20%	2	2.4
Consideration of gender issues	10%	3.3	3.6
Project sustainability	10%	3	3.3
Scores		3.1	3.5

With regard to the weighting grid, design quality, effectiveness and efficiency appear to be the most important criteria for the mid-term assessment of the S2NPA project. The review notes that out of these three favorably weighted criteria four obtained good rating scores (between 3 and 4). These are the relevance of the project, the quality of the design, the consideration of gender issues and the sustainability of the project.

The efficiency criterion, which obtained a score of 2, shows moderately satisfactory performance, in particular due to delays observed in the implementation of activities and the high use of the budget without having produced the expected results. The criterion of project effectiveness was also awarded a score of 2.5 for the same reasons.

V- OVERALL PERFORMANCE OF THE MID-TERM PROJECT AND LESSONS LEARNED

5.1- Overall performance of the project at mid-term

In view of the rating scores posted by the S2NPA project at mid-term of its implementation, it appears that the project presents an overall satisfactory performance. With an overall cumulative average grade of 3.1 out of 4, the review observes that the project is implemented satisfactorily. The assessment criteria relating to the relevance of the project, its design and the consideration of gender issues and sustainability show the highest scores corresponding to satisfactory to very satisfactory performance.

In sum, the S2NPA project can therefore be considered as a relevant, well-designed initiative that has effectively taken into account gender issues during its implementation and has significant sustainability.

Indeed, the project relevance score is justified by the convergence of the project's intervention axes with national priorities and international partners in terms of sustainable management of protected areas. Regarding the design of the project, the analysis of the documentation and the perceptions revealed by the actors suggests a participatory approach to defining the objectives, results and products in line with the challenges revealed by the diagnostic study.

With regard to specific gender issues, the rating score clearly reflects the level of effort deployed by the PMU and the partners in integrating the gender approach into the implementation of activities.

However, the overall level of satisfaction observed in the design and implementation of the project should not obscure the efforts that should be made, in particular to improve financial performance and bridge delays in the implementation of activities.

5.2- Main lessons learned

Several lessons were learned in the course of the project. Let us quote:

- The role of local leaders in community mobilization is important. This knowledge is very useful for optimizing resources within the framework of sensitization and mobilization of communities.
- The mobilization of actors cannot only be based on empowerment (giving them a specific task so that the actor can consider himself important in the project). Individual incentive (compensation through the meal compensation system) and household support (through IGAs) is a necessary additional motivation. However, project support is limited in time and the problem of habituation arises.
- A close-knit and attentive team as project manager is fundamental to its success. The strength of the project is not only its institutional attachment to a MEDD department. The PMU showed, without really wanting it, throughout the review the cohesion of its members and their ability to listen. The hierarchy among the members is not perceptible. Each member of the PMU seems to have full latitude to express his opinion and this is what allows the team to be empowered and to make its contribution.
- This relative freedom of the members of the PMU is not only localized at their level but is also visible to the partners (DREDD, PA manager). It can be considered as the factor which promotes initiative and ensures the effectiveness of the project. These initiatives are not only focused on the management of the project but also on the experiments which are carried out at the local level.

- Learning is more effective than training. The empowerment of actors and their groping for management at their level has given them a strengthening of their capacity.
- Awareness must be permanent to be effective. Indeed, behavior change can only take place if information is absorbed repeatedly.
- The mobilization of co-financing by the partners is important for a project of this kind because it has made it possible to continue the activities despite the health context which makes their implementation difficult. Co-financing makes it possible to mitigate the effects generated by an unfavorable context.

VI- RECOMMENDATIONS

The project has insufficiently carried out all the activities to be carried out but improvements can be made for the 24 months remaining before the deadline.

The recommendations concern (i) the unrealized activities that should be completed and (ii) those proposed in order to achieve its initial objectives, to complete the project on time while identifying the activities / strategies necessary to ensure the continuity of actions after project.

61 - Activities to be completed

The achievement of the following activities has not progressed enough even though they are essential for the achievement of results. The project should therefore endeavor to complete them in terms of priorities.

611 - Activities relating to component 1

This component involves carrying out the following activities:

- the organization of the COPIL which is important especially if the project envisages an extension without adding additional costs
- Assessment of the inventory of Mangrove sites even if the REDD + project within the Ministry of Environment and Sustainable Development has already carried out an inventory of Mangroves in the western part of Madagascar, including the Mangrove sites of the Project, to assess the carbon stock.
- The development of regional action plans and strategies for the sustainable and rational management of mangroves because this can only be done after the development of the national Mangrove Management strategy
- The revision of legal and regulatory texts postponed for the year 2021
- The development of financing strategies for the New Protected Areas which requires the prior development of a business plan for the nine sites.

612 - Activities relating to component 2

For this component the following activities must be carried out as a priority (the classification being in order of priority):

- Activity 2.1.4.7 Restore and enhance sacred and cultural sites
- Activity 2.1.4.8 Delimiting the Protected Area
- Activity 2.1.4.4 Create and / or revitalize TGRN (Natural Resource Management Transfer) and GCF (Contractualized Forest Management)
- Activity 2.1.4.2 Build and rehabilitate conservation infrastructure
- Activity 2.1.4.10. Support the community in the implementation of rural development projects
- Activity 2.1.2.3 Integrate the gender approach in natural resource management

- Activity 2.1.3.2 Train communities on Alternative Activities
- Activity 2.1.4.9 Monitor the implementation of the PAG
- Activity 2.1.4.6 Put in place the measures to prevent and fight against bush fires
- Activity 2.1.3.1 Identify Alternative Activities

These activities have an achievement rate of less than 45% at the time of the mid-term review.

613 - Activities related to component 3

For this component the following activities must be carried out as a priority (the classification being in order of priority):

- Output 3.1.1 The traditional ecological knowledge (TEK) database is developed and presented to decision makers and local communities
 - o Activity 3.1.1.1 Take stock of traditional and local knowledge on biodiversity conservation issues
 - o Activity 3.1.1.2 Develop a framework for securing this knowledge
- Output 3.1.2 The lessons learned from the project are disseminated through various means at the national and international levels
 - o Activities 3.1.2.1 Develop means of disseminating lessons learned
 - o Activity 3.1.2.3 Disseminate lessons learned from the project
 - o Activity 3.1.2.2 Participate in the celebration of world and international days
- Output 3.1.3 An awareness campaign for the conservation of mangroves and other ecosystems is developed and implemented
 - o Activity 3.1.3.1 Organize awareness campaigns (40% completed at mid-term)
 - o Activity 3.1.3.5 Build the capacities of national PA agencies in relation to communications (40% completed at mid-term)
 - o Activity 3.1.3.2 Develop communication supports. (50% achievement at mid-term)

These activities have an achievement rate of less (of) or equal to 50% at the time of the mid-term review.

614 - Identification of local ecological knowledge

The identification of local ecological knowledge is of vital importance to the project. A particular recommendation is therefore to get down to carrying out this activity.

Studies carried out at the academic level must be valued and adapted by the members of the PMU and translated into practices for managers. Traditional ecological knowledge (TEK) is essential to identify and understand in order to be able to implement adaptive management within the framework of the project. Indeed, the SET includes complex ecological information collected through observations and experience accumulated over generations (necessary for the constitution of the database). It is culturally structured and, if it has to be taken out of its local social context and used in a different site, its suitability could only be achieved through systematic testing. Hence the need to develop an appropriate identification method.

62 - Capitalization of acquired knowledge

The realization of the unrealized activities of the other components must be carried out even if the project is going in the right direction for the achievement of its objectives. It must take into account the achievements that the project has accumulated.

The capitalization of achievements is essential so that the project can be considered as a catalyst in strengthening PA management. It must go through an identification of what has been done, the identification of the factors that explain the success, the description of the processes or methods used so that other users can understand and implement them. This will allow lessons to be learned so that they can be disseminated according to the targets. This identification phase will bring out what is lacking for the objective to be achieved.

The good experiences accumulated concern the importance of local leaders, the empowerment of regional and local actors, the mobilization of communities to participate in patrols, air layering, the multiplication of species in the nursery, the production and use of compost, the production and use of VAM¹², enrichment, restoration, peasant experimentation, rehabilitation of the role of regional forest services (DREDD) and their contribution, etc....

This capitalization would probably require a modification of the tools for collecting the information and the reports to be produced for the validation of the achievement of results. The review recommends that an effective information sharing process adapted to the different situations in the field can also be initiated.

The project should eventually enlist the services of resource persons to support it in this capitalization process.

The data thus capitalized can be integrated into component 3 and serve as a basis for capacity building for component 1.

63 - Knowledge management and public awareness

Knowledge management should not stop at local ecological knowledge alone. The good experiences accumulated should be processed to constitute useful material for awareness raising.

The project must necessarily identify the targets to be sensitized and the messages for each target. Then, depending on the lessons to be shared, define appropriate content for each target and identify the appropriate supports.

All information concerning all project activities must be approved and contain the words: "GEF, UN-Environment, S2NPA Project" before dissemination or publication.

To avoid redundancy, the project must collaborate with the DCSI, which has set up a database for the Ministry. A website will be an important gateway for users at international and national level.

An efficient archiving system must necessarily be put in place at the national level and a link between the different national databases and with the information exchange center (CHM) of the Convention on Biological Diversity must be promoted.

For site managers, sharing can be done in a condensed and methodological form so that knowledge can be quickly used.

For the communities, awareness-raising can be carried out in the form of farmers' exchange (in order to be able to carry out a multi-sector awareness-raising mobilization), edition of booklet / pictorial guide.

64 - Strategy for the sustainability of achievements

An important recommendation is also the development of a strategy for the sustainability of achievements which must be based on financial sustainability. It must also start from capitalization because it is the importance of the lessons learned that will ensure:

- A resumption of activities to be pursued by other donors, in particular the Foundation for Protected Areas and Biodiversity of Madagascar (FAPBM), the Tany Meva Foundation, bilateral cooperation or through own government resources.
- The viability of monetary contributions from Income Generating Activities.

65 - Mangrove critical sites

Activities on the Mangroves must be continued. Two recommendations are put forward:

¹²Vesicular-arbuscular mycorrhiza or Vesicular-arbuscular mycorrhiza

651 - Action at national level

The discussion with the national mangrove management focal point made it possible to identify the activities to be carried out which correspond to what is planned in the project (component 1). These include:

- Participation in the "compilation and dissemination of technical and scientific data on Mangroves through the development of an inventory document on Mangroves in Madagascar"
- Participation in the "conduct of the national zoning of Mangrove ecosystems"
- "Contribution to the promotion of alternatives to the use of mangrove woods (extension of land reforestation"

By proceeding in this way, the project should greatly contribute to the "finalization of the national mangrove management and governance strategy and ensure its implementation". The project team should strengthen the implementation of these activities by working closely with the national focal point.

652 - Action at critical Mangrove sites - AP

The following sites must be the subject of an increase in their activities either because of the significant pressure exerted on the Mangroves (AP Bombetoka, AP PK Ranobe) or because their inclusion (AP-Mangroves) should make it possible to " add a surplus of favorable experience for the success of the S2NPA (Mangroves de Pointe à Larrée) project.

6521 - Boanamary site

The Boanamary site concerns a small rural commune. The activities carried out within the framework of the project on this site may not contribute significantly to the strengthening of the network of Protected Areas due to its small size.

This site is included in the Protected Area of Bombetoka Beloboka. The latter presents fragments of dense dry forests, a xerophilic thicket on the limestone rocks. The riparian forest connects forest blocks along valleys, marshy formations including raphiers on clay lowlands and grassy marshes. The banks as well as 28 islets of the estuary, present mangroves of all types, depending on their salinity, flooding and sedimentation.

The Protected Area is home to 111 species of birds including aquatic birds: sacred ibis, pink flamingos, spoonbills, egrets, ducks, herons and even Madagascan eagles. In its northern part, we meet the lemurs *Propithecus coquereli* and the lemurs *Propithecus coronatus*.

The PA is a critical mangrove site as the inhabitants transform the mangroves into rice cultivation. Bombetoka forests are in a state of advanced degradation due to logging and coal mining activities. Fires are also numerous for various reasons; pasture fires, linked to coal mining, slash-and-burn.

The extension of activities to the entire PA should make it possible to strengthen it and thus avoid its degradation. It should also make it possible to observe a case which brings together both the strengthening of the PA but also of a critical Mangroves site.

A reallocation of the budget should be considered as the project only has a budget execution level of 30%. The project will also be able to work with actors already intervening on the site in particular the Interregional Directorate Boeny Betsiboka, the VOI associated with the PA and the association Women Environmental Entrepreneurs Mahajanga (FEEM).

A more in-depth study will nevertheless have to be carried out to conclude on the feasibility and interest of extending the activities of the project to the whole of the PA.

6522 - Pointe à Larrée site

Of the 213,000 Ha of mangroves in Madagascar, the eastern coast only has 4260 Ha¹³. Studies on the Mangroves of the East are rare and have concerned the North East coasts (Mananara, Manompana, Sainte Marie, Tampolo / Foulpointe, Ambila) of Madagascar. The Mangroves of Pointe a Larrée have not been studied until now. The interest of expanding activities in these resources is not based solely on the desire to associate the Mangroves with the PA (the objective of the project being to integrate the mangrove ecosystem into the system of Protected Areas of Madagascar.). The extension of these activities must above all contribute to the development of knowledge on the site and thus have a diversity of information (other than that of the mangroves of the western Malagasy coasts) which can only be favorable to the strengthening of the management of critical sites. of Mangroves.

Thus, for the above reasons, the review recommends updating the PAG of the Pointe à Larrée site. This update should include carrying out the following activities: inventory, zoning, use plan, socio-economic survey and target management plans. These activities which have been carried out on the PA must be extended to the Mangroves.

The planning and implementation of these activities will have to go through a reallocation of the budget without exceeding the total budget.

6523 - Ranobe site PK 32

Located 32 km north of Toliara on National Road 9 linking Toliara and Morombe, PA Ranobe PK32 with an area of 168,500 ha is subject to a number of threats. Agricultural clearing or hatsake is becoming increasingly problematic there, as the high level of forest degradation in this region pushes farmers onto the most fertile lands of the PA. The production of charcoal for neighboring urban markets (notably the city of Toliara) is developing there. Mining projects such as the Toliara Sands Project and road construction also threaten the site's natural ecosystems. The PA is also subject to selective logging. Hunting and poaching, as well as uncontrolled fires, are also significant threats.

Because of this situation, threats are also starting to spread to the Mangroves adjoining the PA, making their situation critical. Activities such as reforestation / restoration and community support have already been undertaken there since the start of the project. The reforestation / restoration of mangroves were also considered useful for the management of the site. The impacts of these activities were felt by the reduction of threats and the addition of income at the level of the local communities supported in their daily activities.

Given the critical situation of this ecosystem and the start of collaboration with VOIs, the continuation and extension of activities on these mangroves should allow the project to fully play its role of strengthening PAs. The review therefore recommends the extension of project activities on these Mangroves in order to include them in the PA Ranobe PK32.

¹³Rakotomavo et al: Identity card for mangroves in eastern Madagascar. To post. 2017.

66 - Possible extension of the project

In view of the pandemic and the delays in the implementation of activities, a possible extension of the project implementation period (without addition of new funding¹⁴) should be considered. Indeed, carrying out activities should not only focus on meeting deadlines but also ensuring their quality.

¹⁴ No cost extension

CONCLUSION

The mid-term review of the S2NPA project took place under good conditions, with a strong involvement of the PMU and all the actors concerned by the implementation of the project. Analyzed under different appraisal criteria, the mid-term project presents generally satisfactory performance.

Indeed, the analysis of the data collected shows that the project is a relevant initiative, well designed, aligned with national and international priorities and in perfect synergy with the ongoing programs on biodiversity conservation.

Many projects were carried out on the pilot sites of the project despite the technical, organizational and contextual difficulties which arose during the implementation. The mobilization of stakeholders was important and induced the involvement of local communities essential to ensure the success of the project. The mastery of species multiplication techniques as well as enrichment operations were palpable thanks to the different types of training initiated by the PMU and carried out by the partners.

Project activities are well coordinated and are carried out by motivated and competent agents despite some trial and error felt at the start. The project is implemented following a participatory approach and benefits from the support of the GEF, UNEP (UN Environment), the Ministry of Environment and Sustainable Development as well as its branches at regional and local level. Project coordination is carried out directly via the directorate in charge of the management of protected areas. The inclusion of DREDDs as active actors in the project ensures a significant ownership guaranteeing the sustainability of the project.

Local mobilization also made it possible to arouse the interest and participation of local authorities (traditional but also official such as the presidents of Fokontany and the Mayors). This execution strategy also gives the project good prospects for sustainability if the achievements can be consolidated.

However, despite the overall satisfactory performance, the difficulties observed by the review mission must be resolved as quickly as possible. These are mainly the delays noted in the implementation of the activities of the first two components which jeopardize the start of the achievements to be carried out within the framework of component 3 relating to knowledge management and its dissemination.

Mainly strategic recommendations were proposed to deal with these difficulties, taking into account the too short time frame of the project. These recommendations focus on the need to capitalize on the achievements so as to be able to collect information not only on the results but also on the effects.

It is essential that the project works to catch up with the delay in identifying local ecological knowledge.

In addition, the project has accumulated a lot of experiences which unfortunately have not been capitalized on, particularly in terms of multiplication techniques (air layering, use of the mycorrhization technique) of forest restoration, etc....

It is therefore recommended that the capitalization of achievements be prioritized in the short-term activities of the project. This capitalization is necessary in order to be able to carry out the activities provided for in component 3 relating to knowledge management and its dissemination. Indeed, as long as this knowledge is not capitalized, the activities of component 3 will remain focused on communication actions. These for the moment have made it possible to publicize the project but not the content of what it does.

An important recommendation is also the need for the development of a strategy for the sustainability of the achievements beyond the end of the project. Indeed, the effects of the project will probably not be noticeable at its end.

Proactivity is recommended for the project team to contribute more in the current process of developing and finalizing the national mangrove management and governance strategy and ensuring its implementation. The possibility of extending the project activities to the whole Bombetoka PA should be considered so that the project can add a PA-Mangrove combination experience. The budgetary and institutional conditions are favorable for this extension, but it will be up to COPIL to make the decision.

Finally, given the number of activities and the upcoming deadline of the project, it is recommended to consider the possibility of extending the activities without adding cost.

APPENDICES

Annex 1: List of documents consulted (to be completed)

1. S2NPA Project Document;
2. Report of the launch and COPIL workshops of the project to strengthen the network of new protected areas 2018
3. COPIL meeting minutes project strengthening the network of new protected areas »February 2019
4. Preliminary report Gender study. Project to strengthen the network of new protected areas February 2019
5. Administrative, financial and accounting procedures manual “conservation of key threatened, endemic and economically valuable species in Madagascar” (COKETES) and “strengthening the network of new protected areas in Madagascar” (S2NPA) May 2018.
6. S2NPA communication operational work plan March 2019
7. Monitoring and evaluation plan of the project to strengthen the Network of New Protected Areas of Madagascar Period from 2018 to 2022. September 2019
8. Communication strategy To optimize the visibility of the Network. Final version 2019. November 2019.
9. Half-Year Progress Report January 1 to June 31, 2018
10. Half-Year Progress Report July 1 to December 31, 2018
11. Half-Year Progress Report January 1 to June 31, 2019
12. Half-Year Progress Report July 1 to December 31, 2019
13. Half-Year Progress Report January 1 to June 30, 2020
14. Half-Year Progress Report July 1 to December 31, 2020
15. PIR report 2019: UNEnvironment GEF PIR Fiscal Year 2019 1 July 2018 to 30 June 2019
16. PIR report 2020 UNEP GEF PIR Fiscal Year 2020 from 1 July 2019 to 30 June 2020
17. Final report: Financial audit of the Disposal Funds. Period from January 01, 2018 to December 31, 2018
18. SEKONGO OUOLLO Clement. Mid-term review of the Integrated Management of Protected Areas of Côte d'Ivoire Project, with the Banco National Park as a pilot site. Interim main report. April 2020.

Annex 2 - Interview guides for quantitative analysis

Surname and first names of the person

interviewed

Institution:

Duration: **Place of interview:**

Date:.....

Questions	Answers
Is the project in line with the national and sectoral priorities and policies of the State, the target group, the beneficiaries and the donor?	
What are the national priorities taken into account by the project?	
Are they consistent with the actions of the project?	
Is the project aligned with UN Environment policies and strategies?	
Is the project aligned with the NBSAPs, SDGs and UNDAF and Aichi Targets?	
Did the project take into account gender balance in the design, implementation and monitoring of the project?	
Has the project adequately taken into account environmental, social and economic risks and established whether they have been closely monitored?	
Is the project consistent with other environmental preservation initiatives?	
What are the national initiatives for the preservation of the environment to which the project contributes?	
What is the added value of the project compared to other national environmental protection initiatives?	
Did the process for identifying and formulating the project comply with best practices in this area?	
Are the inputs, activities, products and effects expected to achieve the environmental and development objectives of the project clear and logically consistent?	
Are the indicators and means of verification relevant and adequate?	
What are the problems that delayed the identification and preparation of the project?	
Did the co-financing system that supported the project function well?	
Did the project development process involve all important stakeholders?	
Who are the main actors associated with the implementation of the project?	
Have the modifications brought about by the integration of new partners and beneficiaries as	

Questions	Answers
well as new sites been beneficial to the operation of the project?	
Has the supervision of project activities and implementation modalities at all levels been effective, efficient and appropriate to project management?	
Did the composition and functioning of the Steering Committee make it possible to contribute to the effective and efficient implementation of the project?	
Has the current arrangement with UN Environment as the implementing agency and MEDD as the executing agency been beneficial for the project?	
Was MEDD's intervention as an executing agency beneficial for the project?	
Did the operation of the PMU and PMU contribute to achieving the objectives of the project?	
Did financial management help achieve project objectives?	
Has the mobilization of co-financing been effective?	
Are the budgetary allocations for obtaining the outputs adequate?	
What were the execution rates and the budget balance at the time of appraisal?	
Have the implementation plan and the coordination of interventions been effective?	
Does the adopted work plan clearly identify the project activities?	
Are project activities subject to specific monitoring?	
How often is the project work plan updated?	
Is the management of operations efficient and effective?	
Are the project expenses in line with the cost forecasts (planned cost / actual cost ratios)	
What are the dimensions of the project where delays are observed? (Technical, financial, organizational, other dimension)	
What explains the cost differences observed?	
What explains the technical delays observed?	
Are there any remedial measures planned to make up for delays in the schedule? (Which ones?)	
Are palliative measures planned to make up for cost differences in carrying out activities? (Which ones?)	
Is the progress of the project in the field in line with the initial programming?	
What are the main difficulties related to the coordination of project activities?	
Are palliative measures planned to deal with the difficulties identified? (Which ones?)	

Questions	Answers
What are the main successes of the project to date?	
What are the main failures of the project to date?	
What should be improved in the coordination of the project?	
What should be improved in the internal monitoring of the project?	
What should be improved in the external monitoring of the project?	
Is the operation of the monitoring and evaluation system for project implementation effective?	
Has the gender dimension been taken into account by the project?	
What are the specific actions of the project towards women?	
What project activities were able to influence gender relations within the communities bordering the sites?	
What are the possible obstacles to the sustainability of the effects and products expected from the project?	
What is the financial sustainability of the project?	
What specific measures have been taken to guarantee the sustainable maintenance of the achievements of the project?	
What technical and economic measures have been taken to guarantee the sustainable maintenance of the achievements of the project?	
What are the relevant contextual conditions or developments for the sustainability of the effects and outputs of the project?	
Were the risks associated with the implementation of the project clearly identified during its design?	
Is there a real political will to support this project in the long term?	

Observations:

Annex 3: elements used to collect information

Annex 3.1: S2NPA Project sites visited and information to be collected

Site	Implementing partner	Region	Activities carried out or to be carried out by the Project	Effect / impact in case of realization	Reason for non-achievement	
BEMANEVIKA ZIP	DREDD SOFIA	SOFIA	Activity 1.1.1.4 Hold workshops to launch the project at the national regional level (Number of meetings: 1)			
			Acquire IT equipment (Activity 2.1.2.1) - 2 Desktop computers - 3 laptops			
			Activity 2.1.4.3 Carry out control, biodiversity monitoring and ecological monitoring activities (Number of control missions: 4)			
			Activity 2.1.4.4 Create and / or revitalize the TGRN (Natural Resource Management Transfer) and GCF (Contractualized Forest Management) (Number of contracts evaluated: 2) -evaluation of 2 ongoing TG contracts - 1 contract renewal			
			Activity 2.1.4.5 Promote restoration activities (Number of young plants produced: 60,000) • Creation of a nursery and production of 100,000 plants in Sofia,			
		The Peregrine Fund	SOFIA	Activity 2.4.12 Carry out awareness-raising at site level (Number of SIECs sessions: 1)		
	Activity 2.1.2.1 Strengthen the skills of PA managers (manager, Administration, local community) (Number of people trained, 160)					
	Activity 2.1.3.1 Identify alternative activities (Number of IGAs identified: 1)					
	Activity 2.1.4.3 Carry out control, biodiversity monitoring and ecological monitoring activities (Number of patrol, monitoring and ecological monitoring missions: 5)					
	Activity 2.1.4.7 Restore and enhance sacred and cultural sites (Number of restored / enhanced sites: 1)					
			Activity 2.4.12 Carry out awareness-raising at site level (Number of SIECs sessions: 1) (Number of support type developed: 1)			
BOANAMARY (Mangrove)	DREDD BOENY	BOENY	Activity 1.1.1.4 Hold workshops to launch the project at the national regional level (Number of meetings: 1)			
			Activity 2.1.1.1 Develop / update the PAG, PGESS and development plans (Number of missions carried out: 3) -organization of a discussion meeting on management -public consultation -Development of the PAG document in progress			
			Identify current alternative activities (Activities 2.1.1.3)			
			Acquire IT equipment (Activity 2.1.2.1) - 4 laptops			
			Activity 2.1.2.3 Integrate the gender approach into natural resource management			

Site	Implementing partner	Region	Activities carried out or to be carried out by the Project	Effect / impact in case of realization	Reason for non-achievement
			- ASEG training		
			Activity 2.1.4.3 Carry out control, biodiversity monitoring and ecological monitoring activities - 2-4 control missions / quarter - 2-4 patrol missions / quarter		
			Activity 2.1.4.4 Create and / or revitalize TGRN (Natural Resource Management Transfer) and GCF -1 TGRN contract in progress		
			Activity 2.4.12 Carry out awareness-raising at site level - 1 mission in progress - Support production		
			Activity 2.1.4.5 Promote catering activities - Restoration of 100ha of Mangrove in progress - Monitoring of reforestation activities - Purchase equipment for nurserymen		
			Activity 2.1.4.6 Put in place the prevention and control systems against bush fires - 1 Capacity building of VOIs in combating bush fires in 2020 - 2 awareness-raising missions (on the services provided by the NAP, fireworks, etc.)		
POINT A LARREE Postcode	DREDD ANALANJIROFO	ANALANJIROFO	Monitor the implementation of the PAG (Activity 2.1.1.1)		
			Activity 1.1.1.4 Hold workshops to launch the project at the national regional level (Number of meetings: 1)		
			Acquire IT equipment (Activity 2.1.2.1) - 3 laptops - 3 printers		
			Activity 2.1.4.2 Build and rehabilitate conservation infrastructure - Launch of a call for tenders for the rehabilitation of the CEF Soanierana Ivongo building, DREDD Analanjirofo - Evaluation of the rehabilitation offer for the CEF Soanierana Ivongo building, DREDD Analanjirofo - Rehabilitation of DREDD buildings (interior and exterior painting, window frames, locks, sanitary ware, sheet metalwork, treatment of cracks, main door, some tiling)		
			Activity 2.1.4.3 Carry out control, biodiversity monitoring and ecological monitoring activities -5 systemic / unannounced control missions in 2020 - 2 surveillance and ecological monitoring missions in 2020		
			Activity 2.1.4.4 Create and / or revitalize the TGRN (Natural Resource Management Transfer) and GCF (Contractualized Forest Management) (Number of contracts evaluated: 1) - 1 supervised and validated TG request		
			Activity 2.1.4.5 Promote catering activities -production of 350,000 plants in Analanjirofo, -Creation of 2 village nurseries in 2020		
			Activity 2.4.11. Monitor activities		

Site	Implementing partner	Region	Activities carried out or to be carried out by the Project	Effect / impact in case of realization	Reason for non-achievement
			-1 follow-up mission in 2020		
			Activity 2.4.12 Carry out awareness-raising at site level -Number of SIECs sessions: 7 in 2018-2019 -3 IEC sessions in 2020 -Participate in the celebration of the International Day for the Conservation of the Mangrove Ecosystem (JIM) 2020		
	Missouri Botanical Garden	ANALANJORO	Activity 2.1.1.1 Develop / update the PAG, PGESS and development plans / Theory of change (Number of missions carried out: 1)		
			Activity 2.1.2.1 Strengthen the skills of PA managers (manager, Administration, local community) (Number of people trained, 0)		
			Activity 2.1.4.10. Support the community in the implementation of rural development projects (Number of pilot projects implemented, : 0.4)		
			Activity 2.1.4.11. Follow up on activities (Number of follow-ups carried out: 1.7)		
			Activity 2.1.4.3 Carry out control, biodiversity monitoring and ecological monitoring activities (Number of control missions: 2)		
			(Number of patrol, surveillance and ecological monitoring missions: 281)		
			Activity 2.1.4.5 Promote restoration activities (Number of young plants produced: 9186)		
			Activity 2.1.4.6 Put in place the devices to prevent and fight against bush fires (Distance from firewalls set up and maintained (in km): 5.5)		
			Activity 2.1.4.9 Monitor the implementation of the PAG (Number of PAG implementation monitoring missions: 1)		
			Activity 2.4.12 Carry out awareness-raising at site level (Number of SIECs sessions: 1) (Number of support type developed: 2)		

Annex 3.2: Questionnaire for unvisited S2NPA project partners

Questionnaire for S2NPA project partners

The objective of this mid-term review is to determine the level of progress made towards achieving the objectives of the project / program. The review will take stock of the performance of the project and the implementation of the planned products and activities compared to the actual results. The risks associated with achieving the results and objectives of the project will also be assessed. The purpose of the review is to identify the corrective strategic actions and to make relevant recommendations with a view to possible modifications in the design and general orientation of the project that may prove necessary.

The project's goal is that the rational and efficient management of Madagascar's biodiversity and natural resources supports sustainable development for the well-being of all the population, in particular the poorest of Madagascar living in and around its protected areas.

The objective of the project is that the strengthened Madagascar PA network ensures better protection and better representation of key ecosystems, and brings economic and environmental benefits to local communities.

Due to the very limited time we were unable to visit your sites. Due to the too short time to write the mid-term review report we will not be able to carry out a remote interview either given the number of people to contact. It may take over an hour per interview.

It is for this reason that we would like to ask you the following questions:

1 - The project has three components

Component and Activities planned to achieve the objectives of the project		Your answer (please answer here, specifying the question numbers in the previous column)
1 - Improvement of PA policy and governance		
1.1.1 National PA agencies (DAPT, DREEF, CIREEF, CEEF and CSAPM) have increased capacity to develop and manage the PA system	1 - Describe what you did as an activity as part of this capacity building. 2 - What actions have been carried out? 3 - on whom (DAPT,...)? 4 - what positive impact can you tell. Can you explain why it worked? 5 - If it's a negative impact can you explain why it didn't work?	

Component and Activities planned to achieve the objectives of the project	Your answer (please answer here, specifying the question numbers in the previous column)	
	<p>6 - What places do women hold in national agencies whose capacities have been strengthened?</p> <p>7 - What are the proportions of men and women whose capacities have been strengthened?</p>	
<p>1.1.2 Management instruments for protected areas and mangroves are developed, discussed with stakeholders and submitted for government approval</p>	<p>1 - What management tool existed on the site before the project?</p> <p>2 - What management tool surplus has been developed under the S2NPA project?</p> <p>3 - Have these instruments been discussed with the stakeholders? If so why</p>	
<p>1.1.3 Monitoring and evaluation tools to measure the effectiveness of PA management are identified and introduced to PA agencies</p>	<p>1 - Have you developed monitoring and evaluation tools to measure the effectiveness of PA management?</p> <p>2 - If yes, can you briefly describe these tools</p> <p>3 - If not, what are the reasons why you could not do it?</p>	
<p>1.1.4 A national action plan for the conservation of mangroves is formulated</p>	<p>1 - has the national action plan been formulated?</p> <p>2 - If yes Have you contributed to the definition of this national action plan?</p> <p>3 - If yes, describe your contribution?</p> <p>4 - if not for what reason it was not done</p>	
<p>1.1.5 Legal and regulatory amendments aimed at ensuring permanent protection of mangroves and effective management of PAs are developed</p>	<p>1 - Have amendments aimed at permanent protection been carried out?</p> <p>2 - Did your institution participate in this process?</p>	
<p>1.1.6 Funding strategy for new PAs</p>	<p>1 - Are there any initiatives that you have taken within the framework of the S2NPA project?</p> <p>2 - If yes, name and explain the objectives of these initiatives</p>	

Component and Activities planned to achieve the objectives of the project		Your answer (please answer here, specifying the question numbers in the previous column)
	3 - If not, state the reasons justifying the non-performance of actions on this subject.	
2 - Effective management of new protected areas and critical mangrove sites (in existing protected areas)		
2.1.1 Integrated management plans for 9 PAs are developed	1 - Did the project contribute to the development of site management plans? 2 - If yes, describe the process by which the management plan was carried out?	
2.1.2 PA staff with increased capacity to manage PAs in collaboration with local communities	1 - what are the activities in which the local communities participate (patrolling, catering, etc.)? 2 - How are the local communities motivated for patrol operations? 3 - For catering activities?	
2.1.3 Local communities in areas adjacent to PAs and mangrove microsites have a better capacity to participate in CBNRM, development of alternative sources of income and ecosystem restoration	1 - What types of alternative source of income has been set up in your site? 2 - On what criteria was the choice of alternatives made 3 - what are the criteria that made it possible to choose the committees enjoying these activities? 4 - What positive / negative impact can be told about these activities? 5 - What is the contribution of the AGR compared to the budget of each household?	
2.1.4 Pilot projects on CBNRM, other sources of income and ecosystem restoration are developed and being implemented	1 - Are the grassroots communities involved in the management of PAs? 2 - What are the activities on which they work? 3 - Do IGAs compensate for the lack of income due to the monitoring activities of community members?	
3: Knowledge management and public awareness		

Component and Activities planned to achieve the objectives of the project		Your answer (please answer here, specifying the question numbers in the previous column)
3.1.1 The Traditional Ecological Knowledge (TEK) database is developed and presented to decision makers and local communities	1 - What traditional ecological information / knowledge on your sites has been developed? 2 - To whom were they presented?	
3.1.2 The lessons learned from the project are disseminated through various means at the national and international levels	1 - What activities did you carry out to achieve this result? 2 - If you haven't done it yet, when do you plan to do it?	
3.1.3 An awareness campaign for the conservation of mangroves and other ecosystems is developed and implemented	1 - Did you participate in the development of an awareness campaign for the conservation of mangroves? 2 - If yes, describe what was done and the actors who intervened 3 - If not, explain why you did not do it	

Observations: if you want to add things please put it here

Annex 4 - S2NPA mid-term review matrix

Project analysis axes	Evaluative questions		Indicators	Sources to consult	Data collection methods / tools
	Main questions	Specific sub-questions			
Relevance of the project	Is the project in line with the national and sectoral priorities and policies of the State, the target group, the beneficiaries and the donor?	What are the national priorities taken into account by the project? are they consistent with the actions of the project?	Nature of national priorities related to projects	Project preparation report Project document Stakeholders (MEDD ¹⁵ , UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Is the project aligned with UN Environment policies and strategies?	UN Environment policies and strategies taken into account	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Is the project aligned with the NBSAPs, SDGs, The Aichi Objectives and UNDAF?	SPANB, ODD, Aichi and UNDAF objectives taken into account	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Did the project take into account gender balance in the design, implementation and monitoring of the project?	Number by sex per phase of the project	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Has the project adequately taken into account environmental, social and economic risks and established whether they have been closely monitored?	Nature of risks and monitoring and evaluation actions	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Is the project consistent with other environmental preservation initiatives?	Points in common with other initiatives	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance

¹⁵Including its dismemberments

Project analysis axes	Evaluative questions		Indicators	Sources to consult	Data collection methods / tools
	Main questions	Specific sub-questions			
		What are the national initiatives for the preservation of the environment to which the project contributes?	Similar project initiatives	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		What is the added value of the project compared to other national environmental protection initiatives?	Specific project contributions	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
Project design quality	Did the project identification and formulation process comply with established good practices in this area?	Are the inputs, activities, products and effects expected to achieve the environmental and development objectives of the project clear and logically consistent?	Level of consistency and clarity of actions	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Are the indicators and means of verification relevant and adequate?	Consistency of indicators and means of verification with planned activities	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		What are the problems that delayed the identification and preparation of the project?	Level of knowledge of the difficulties to be overcome	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Did the co-financing system that supported the project function well? ¹⁶	Constraints on the availability of funds	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance

¹⁶Was the expected level of co-financing and the ratio of GEF budget to co-financing budget of 1: 4 realistic? Has the GEF budget been properly allocated among the different components and activities of the project in order to achieve the expected results? Was it realistic not to allocate any GEF budget to certain lines, on the pretext that the activity in question would be entirely financed by the countries or by other

Project analysis axes	Evaluative questions		Indicators	Sources to consult	Data collection methods / tools
	Main questions	Specific sub-questions			
		Did the project development process involve all important stakeholders?	Percentage of stakeholders consulted	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Who are the main actors associated with the implementation of the project?	Nature of stakeholders consulted	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Have the changes brought about by the integration of new partners and beneficiaries as well as new sites been beneficial to the operation of the project?	Effects of changes on the project	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Has the supervision of project activities and implementation modalities at all levels been effective, efficient and appropriate to project management?	Adaptability of management to changes during the project	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Did the composition and functioning of the Steering Committee make it possible to contribute to the effective and efficient implementation of the project? ¹⁷	Composition and functioning of COPIL	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance

sources? Was it a good decision to start the implementation of the project with a funding gap in US \$? Are the co-financing commitment letters from the participating countries (signed by whom and when?) Sufficient to proceed with the approval of the project? What precautionary and corrective measures (including sanctions) does the EGF consider in the event of non-compliance with cofinancing commitments?

To what extent were the overall contributions expected from governments to the project, not only in terms of financial resources but also in terms of the provision of qualified and motivated personnel, realistic? How is it the fact that the national focal points, the government officials responsible for the implementation of the project in their countries, do not receive any remuneration or allowances from the project had an impact on the achievement of the expected results in the country level?

¹⁷Was its composition suitable to provide effective and efficient guidance to the implementation of the project? How often did it meet during the implementation? What were the results and recommendations of these meetings and how was their follow-up?

Project analysis axes	Evaluative questions		Indicators	Sources to consult	Data collection methods / tools
	Main questions	Specific sub-questions			
		Has the current arrangement with UN Environment as the implementing agency and MEDD as the executing agency been beneficial for the project? ¹⁸ ?	Level of intervention of UN Environment personnel	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Was MEDD's intervention as an executing agency beneficial for the project? ¹⁹ ?	MEDD intervention level	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance
		Did the operation of the PMU and PMU contribute to achieving the objectives of the project? ²⁰ ?	Consistency of the support of these two units with the achievement of objectives	Project preparation report Project document Stakeholders (MEDD, UN Environment, PMU, COPIL, etc.)	Literature review Maintenance

What were the results and recommendations of these meetings and how was their follow-up? Have virtual ad hoc consultations conducted, other than face-to-face meetings? Have other steering bodies (such as the planned scientific and technical committee) been created and how have they contributed to the effective and efficient implementation of the project? How does project supervision differ from MEDD supervision?

¹⁸ What have been the advantages / disadvantages of the current arrangement with UN Environment as the implementing agency and MEDD as the executing agency?

Did UN Environment staff provide adequate monitoring and supervision, including project supervision missions, in the field? Did UN Environment staff provide quality advisory support to the project, approve changes (eg budget revisions) on time, and readjust the project when necessary? Are UN Environment staff actively involved in mobilizing co-financing resources? Have UN Environment staff kept the UMOP and PMU informed of the format for preparing project implementation reports to and from the GEF Secretariat? Have UN Environment staff commented and commented on the draft reports submitted by UMOP and PMU?

¹⁹ Did MEDD staff ensure adequate control and supervision, including project supervision missions, in the field? Did MEDD staff provide quality advisory support to the project, approve changes (eg budget revisions) on time and readjust the project when necessary? Was MEDD staff actively involved in the mobilization of co-financing resources? Have MEDD staff kept UN Environment informed of the format for preparing project implementation reports to and from the GEF Secretariat?

What have been the advantages / disadvantages of the current arrangement with UN-ENVIRONMENT as the executing agency and the MEDD as the implementing agency?

²⁰ How was this unit set up? How many members is the unit made up of? How does the collaboration between the S2NPA project and the MEDD work in practice and how is day-to-day work organized, including information exchange and decision-making within the unit? How is communication done with partners and national focal points? How did the different personnel changes affect the operation of the S2NPA project? What measures did the MEDD and the S2NPA project take to remedy the situation and were they adequate? What profiles will we need to expand the project team if necessary?

Project analysis axes	Evaluative questions		Indicators	Sources to consult	Data collection methods / tools
	Main questions	Specific sub-questions			
Management of financial resources	Did financial management help achieve project objectives?	Has the mobilization of co-financing been effective?	Nature and amount of co-financing mobilized	Financial report MEDD, PMU and PMU interview, UN Environment	Literature review Maintenance
		Are the budgetary allocations for obtaining the outputs adequate?	Budget breakdown by component	Financial report MEDD, PMU and PMU interview, UN Environment	Literature review Maintenance
		What were the execution rates and the budget balance at the time of appraisal?	Initial budget and completion rate	Financial report MEDD, PMU and PMU interview, UN Environment	Literature review Maintenance
Effectiveness of project management and implementation	Have the implementation plan and the coordination of interventions been effective?	Does the adopted work plan clearly identify the project activities?	List of project activities	Project preparation report Project document Stakeholders	Literature review Maintenance
		Are project activities subject to specific monitoring?	Project activity monitoring plan	Project preparation report Project document Stakeholders	Literature review Maintenance
		How often is the project work plan updated?	PTA update frequency	Activity Report Stakeholders	Literature review Maintenance
		Is the management of operations efficient and effective?	Cost efficiency of activities	Activity Report Stakeholders	Literature review Maintenance
		Are the project expenses in line with the cost forecasts (planned cost / actual cost ratios)	Compliance rate of planned costs	Activity Report Stakeholders	Literature review Maintenance
		What are the dimensions of the project where delays are observed? (technical, financial, organizational, other dimension)	Implementation rate of project components	Activity Report Stakeholders	Literature review Maintenance
		What explains the cost differences observed?	Cause of cost variances	Activity Report Stakeholders	Literature review Maintenance
		What explains the technical delays observed?	Cause of technical deviations	Activity Report Stakeholders	Literature review Maintenance
		Are there any remedial measures planned to make up for delays in the schedule? (which ones?)	Number of measures taken	Activity Report Stakeholders	Literature review Maintenance

Project analysis axes	Evaluative questions		Indicators	Sources to consult	Data collection methods / tools
	Main questions	Specific sub-questions			
		Are palliative measures planned to make up for cost differences in carrying out activities? (which ones?)	Number of planned measures	Activity Report Stakeholders	Literature review Maintenance
		Is the progress of the project in the field in line with the initial programming?	Activity progress rate	Project activity reports Activity report Stakeholders	Literature review Maintenance
		What are the main difficulties related to the coordination of project activities?	List of identified difficulties	Activity Report Stakeholders	Literature review Maintenance
		Are palliative measures planned to deal with the difficulties identified? (which ones?)	Number of planned measures	Activity Report Stakeholders	Literature review Maintenance
		What are the main successes of the project to date?	List of achievements	Activity Report Stakeholders	Literature review Maintenance
		What are the main failures of the project to date?	List of failures	Activity Report Stakeholders	
		What should be improved in the coordination of the project?	List of identified measures	Activity Report Stakeholders	Maintenance
		What should be improved in the internal monitoring of the project?	List of identified measures	Stakeholders	Maintenance
		What should be improved in the external monitoring of the project?	List of identified measures	Stakeholders	Maintenance
		Is the operation of the monitoring and evaluation system for project implementation effective?	Logical framework of the project	Project activity reports	Maintenance
Gender issues	Has the gender dimension been taken into account by the project?	What are the specific actions of the project towards women?	Specific action list	Activity reports Stakeholders partners	Literature review Maintenance
		What project activities were able to influence gender relations within the communities bordering the sites?	List of project activities	Activity reports Stakeholders	Literature review Maintenance

Project analysis axes	Evaluative questions		Indicators	Sources to consult	Data collection methods / tools
	Main questions	Specific sub-questions			
Durability of effects and products	What are the possible obstacles to the sustainability of the effects and products expected from the project?	What is the financial sustainability of the project?	Level of financial dependence State substitute capacity	Activity reports Stakeholders	Literature review Maintenance
		What specific measures have been taken to guarantee the sustainable maintenance of the achievements of the project?	List of adoption and institutional integration measures	Activity reports Stakeholders	Literature review Maintenance
		What technical and economic measures have been taken to guarantee the sustainable maintenance of the achievements of the project?	List of technical and economic measures		Literature review Maintenance
	What are the contextual conditions or relevant developments for the sustainability of the effects and products of the project?	Were the risks associated with the implementation of the project clearly identified during its design?	List of associated risks	Activity reports Stakeholders	Literature review Maintenance
		Is there a real political will to support this project in the long term?	Level of perception political will	Activity reports Stakeholders	Literature review Maintenance

Annex 5 - LIST OF PEOPLE MET

- Hery Rakotondravony Operational Focal Point FEM
- Edmée Christine Ralalaharisoa former FEM Operational Focal Point
- Julien Noel Rakotoarisoa National focal point for mangrove management within MEDD

- PROJECT REINFORCING THE NETWORK OF NEW PROTECTED AREAS OF MADAGASCAR (S2NPA)

- ATTENDANCE FORM N ° 04

- Date: January 11, 2021
- Location: Bealanana (BEMANEVIKA)
- Activity: Mid-term evaluation / Survey of project beneficiaries

No.	LASTNAMES AND FIRSTNAMES	M / F	ORGANIZATION / FUNCTION	CONTACT / ADDRESS
1	RABEVONINAHITRA Clarial	M	TPF technician	Bealanana
2	OLIARIJAO Ratefiarivelo	M	Consultant	Antananarivo
3	RAZAFINDRAKOTO Yvette	F	CT Wildlife / COKETES	Antananarivo
4	ZARASOA	F	DNPA / COKETES	Antananarivo
5	RAHARINJATOVO Tsiry	F	RAF / COKETES	Antananarivo
6	RAVOAHANGIMALALA Ella Francine	F	Project Beneficiary	Analakely
7	RABEMIHAJA says Louissy	M	Chef Parcel	Analakely
8	RAZAFINDRATIANA Enoa	M	TPF technician	Bealanana
9	RANAIVOZAFY Olivier	M	Filoha VOI Fimaka	Amberivoy
10	RANDRIAMIARANTSOA Xavier Lucien	M	Filohan'ny Fokontany	Amberivoy
11	TSARAMILA Jean Claude	M	Chief Contonnement	Bealanana
12	ANDRIAMALALA Tolojanahary	M	AP / BMK Manager	Antananarivo

- Arrested in the number of: 12 people

-
- PROJECT REINFORCING THE NETWORK OF NEW PROTECTED AREAS OF MADAGASCAR (S2NPA)

- ATTENDANCE FORM N ° 05

- Date: January 12, 2021
- Location: Bealanana (BEMANEVIKA)
- Activity: Mid-term evaluation of the project

No.	LASTNAMES AND FIRSTNAMES	M / F	ORGANIZATION / FUNCTION	CONTACT / ADDRESS
1	ZARASOA	F	DNPA / COKETES	0340562032 / zarasoazara20@gmail.com
2	OLIARIJAO Ratefiarivelo	M	Consultant	0320404018 / oliarijao@yahoo.fr
3	Raharinjatovo Tsiry	F	RAF / COKETES	0344280187
4	TSARAMILA Jean Claude	M	CEF Bealanana	0340562690
5	Ratsimandresy Tolotra	M	CSR / COKETES	0340439428
6	ANDRIAMALALA Tolojanahary	M	TPF / Site manager	0342100699
7	RANDRIANASOLO	M	DAPRNE	0340562511

8	RASATATSIHOARANA H. Thierry	M	DREDD Sofia / R Coordinator S2NAP	0346806150
9	RAZAFINDRAKOTO Yvette	F	CT Wildlife / COKETES	0349920343
10	RABEVONINAHITRA Clariat	M	TPF technician	0349104575

- Arrested in the number of: 10 people

-

- PROJECT REINFORCING THE NETWORK OF NEW PROTECTED AREAS OF MADAGASCAR (S2NPA)

-
- ATTENDANCE FORM N ° 00

- Date: January 05, 2021
- Location: Ambodimanga (MBG)
- Activity: Interview meeting - Mid-term evaluation of the Project

No.	LASTNAMES AND FIRSTNAMES	ORGANIZATION / FUNCTION	CONTACT / ADDRESS
1	LEHAVANA Adolphe	MBG site manager	0345021785
2	LETSARA Augustus	Nurseryman	
3	CEDRYC	COBA	
4	EDMOND	President VOI Federation	0342119033
5	Randriamalaza	Mpikambana VOI	
6	MELO Joseph	Mpikambana VOI	0348526490
7	BA Panot	Mpikambana VOI	0345944597
8	YVON Issouf	President Fokontany	0344163571
9	RAMANAJANAHARY Jaques	Chief CEF	0340562548
10	RABENASOLO Solofoniaina	DNP / COKETES	0340562051
11	Rakotomanana Rado	CT Flora / COKETES	0340262025
12	RANDRIAMIARINA Rindrsoa	RAF2 / S2NPA	0347080121
13	RAKOTOARIDERA Rantoniriana	DNP S2NPA	0340562145
14	RANDRIAMAHALEO Sahoby	RB / S2NPA	034056249
15	VIRAINA Fidisoa Fabiola	CAT-DREDD ANLJ	0343806668
16	RAVELOMANANTSOA Hajaniriana	TEF / Head TEF	0346140515
17	RAKOTONANAHARY Tovoniaina	DREDD ANLJ	0340562578
18	RAMAMONJISOA Bruno Salomon	CONSULTANT	0340878334
19	RAJAONARY Stanislas	Research Manager / MBG / PAL	0346961464
20	RANDRIAMAMONJY Lilia	AAF / COKETES	0340416082

- Arrested in the number of: 20 people

- PROJECT REINFORCING THE NETWORK OF NEW PROTECTED AREAS OF MADAGASCAR (S2NPA)

-
- ATTENDANCE FORM N ° 01

- Date: January 06, 2021
- Location: Pointe à Larrée (Ankadibe, Amposimatera, Andragazaha)
- Activity: Site visit

No.	LASTNAMES AND FIRSTNAMES	M / F	ORGANIZATION / FUNCTION	CONTACT / ADDRESS
1	RAKOTOMANANA Rado	M	CT Flora / COKETES	0340262025
2	RABENASOLO Eric	M	COKETES	0340562051
3	CEDRYC	M	Polisin'ala	

4	LETSARA Augustus	M	Nurseryman	
5	EMILIEN Ferdinand	M	Polisin'af	
6	CELE	M	Polisin'ala	
7	BOTOZAFY Antoine	M	Vice-President COBA	
8	RAMANANJANAHARY Jacques	M	Chief CEF	0340562548
9	RAZANADRALISON Velo	M	Pokonolo chef	0348526490
10	TANDRABEHASINA	M	Polisin'af	
11	Jacquis BEHASINA	M	Polisin'af	
12	BEHASINA Prosper	M	Polisin'ala	
13	Andronic SOBA	M	Mpikambana	
14	BEHASINA José	M	Mpikambana	
15	RAKOTONDRIANOME Jean Claude	M	Driver DREDD	0340562731
16	RAKONDRAFARA Narcissus	M	Mpikambana	0344676461
17	Guy Jean Claude	M	President COBA Antsiraka	0327614817
18	VIRAINA Fidisoa Fabiola	F	CAT-DREDD ANLJ	0343806668
19	Justine	F	Mpikambana	
20	Jeanine PROSPER	F	Mpikambana	

- Arrested in the number of: 20 people

- PROJECT REINFORCING THE NETWORK OF NEW PROTECTED AREAS OF
MADAGASCAR (S2NPA)

- ATTENDANCE FORM N ° 02

- Date: January 06, 2021

- Location: Pointe à Larré (Andakibe, Ampasimatera, Andragazaha)

- Activity: Site visit

No.	LASTNAMES AND FIRSTNAMES	M / F	ORGANIZATION / FUNCTION	CONTACT / ADDRESS
1	Rosaline BEVIAVY	F	Mpikambana	Ambodimanga
2	MARINIE	F	Mpikambana	Ambodimanga
3	Nela	F	Mpikambana	Ambodimanga
4	BABITIKA	F	Mpikambana	Ambodimanga
5	Blandine	F	Mpikambana	Ambodimanga
6	ZELOTY	F	Mpikambana	Ambodimanga
7	VAVO	F	Mpikambana	Ambodimanga
8	RANDRIAMAHALEO Sahoby	M	RB / S2NPA MEDD	0340562049
9	RAKOTOARIDERA Ranto	F	DNP / S2NPA	0340562145
10	RANDRIANIRINA Rindra	F	AAF S2NPA	0347080121
11	RAKOTONANAHARY Tovuina	M	DREDD ANLJ	0340562578
12	RAJAONARY Stanislas	M	Resp. Research / MBG / PAL	0346961464
13	RAVELOMANANTSOA Hajanirina	M	TEF Manompana / TEF Chef	0346140515
14	YVONNE	F	Mpikambana	Ambodimanga
15	Loaia	F	Mpikambana	Ambodimanga
16	EDMOND	M	Federation President	Ambodimanga
17	Sebastien	M	See	Ambodimanga
18	Fosiny	F	See	Ambodimanga
19	LEHAVANA Adolphe	M	MBG-Site Manager	0345021785
20	RANDRIAMAMONJY Lilia	F	AAF / COKETES	0340416082

- Arrested in the number of: 20 people

- PROJECT REINFORCING THE NETWORK OF NEW PROTECTED AREAS OF MADAGASCAR (S2NPA)

- ATTENDANCE FORM N ° 03

- Date: January 06, 2021
- Location: Point à Larrée (Andakibe, Ampasimatera, Andragazaha)
- Activity: Site visit

No.	LASTNAMES AND FIRSTNAMES	M / F	ORGANIZATION / FUNCTION	CONTACT / ADDRESS
1	ELIAS Jameson	M	COBA member	Ankitsinambo
2	Marindry Tehova Sahondraniriana	F	Nurseryman	Ankitsinambo
3	Armel Be	M	Mangrove Police	Antsiraka
4	LEMARO Jacquelin	M	Polisin'ala	Ankitsinambo
5	Floral		Nursery owner Ampasimatera	
6	Filitera Judicaël	M	Mpiaro Afo	Antsiraka
7	Lafera Berthin	M	Mpiaro Afo	Antsiraka
8	Rakely		Mpitsindrona	Ambodimanga
9	Charlotte	F	Mpitsindrona	Ambodimanga
10	Paul Marcel	M	Mpitsindrona	Ambodimanga
11	Martial Bemesy	M	Mpitsindrona	Ambodimanga
12	RANARIJAONA Harilala	M	Driver / COKETES	Tanà
13	RAKONDRIANOME Jean Claude	M	Driver DREDD	Tanà
14	RAMAMONJISOA Bruno Salomon	M	Consultant	0340878334
15	Ratojoso Theophane JT	M	Driver	Tanà
16	Beratoson Bruno Yves	M	Driver	Tanà

- Arrested in the number of: 16 people



FICHE DE PRESENCE

Réunion du: 05/01/2021

Lieu: Ambatomalama

Objet: Réunion de suivi du projet S2NPA

N°	PARTICIPANTS	SEXE (H/F)	≤ 35 ans (O/N)	ORGANISME	Poste	CONTACT TEL et EMAIL ADRESSE	EMARGE MENT
01	Andrianjafy Ihando	H	N	DIREDD	Directeur	034 05 628 03	[Signature]
02	Nohaminany Joseph	H	N	Mairie	Maire	0348566271	[Signature]
03	TARABITA Jean Nelson	H	O	D.E.C.	Responsable de Site	0222682588	[Signature]
04	PIERRE Alphonse	H	N	Président VO.S		7pamirahon@gmail.com	[Signature]
05	RAMAHAFISOA Bourne	F	N	DIREDD	Responsable	0340906767	[Signature]
06	JARA MIHANTA ANDRIANZEL	F	N	Projet S2NPA	Rep. AP	034.05.62414	[Signature]
07	BENJA L. Pasquet	H	N	DIREDD	CEM/SE	0347308583	[Signature]
08	RAMANANTSOA Sotano	F	N	SNRS SZMRA	SNRS	0340565818	[Signature]
09	PANONDIKINASO Jaleo	F	N	DIREDD	IND 6056	0340562511	[Signature]

N°	PARTICIPANTS	SEXE (H/F)	≤ 35 ans (O/N)	ORGANISME	Poste	CONTACT TEL et EMAIL ADRESSE	EMARGE MENT
10	ZARASOA	F	N	COKETES	DHPA	0340562032	[Signature]
11	RAZAFINDRAKOTO Yde	F	N	COKETES	CT Femme	zaranon.zara20@gmail.com	[Signature]
12	MAOLIDA Rabio	H	N	VOI	membre	0349910343	[Signature]
13	Raharinjelou Thry	F	N	COKETES	RAF	razafyue@yahoo.com	[Signature]
14	RAMANANJALALA Mihaja	H	O	DIREDD	Rep. Espagnol	0344002600	[Signature]
15	DAROT Loua	F	O	DIREDD	SNRP	034 05 624 04	[Signature]
16	OLIA RIJAO Ratselavinda	H	N	CONSULTANT	Consultant	032 04 04018 liarigao@yahoo.fr	[Signature]

Annex 6: Observation on the integration of gender in the products and activities of the S2NPA project

Products	Activities	Indicators	Observation on gender mainstreaming
Output 1.1 National PA agencies (DSAP, DREEF, CIREEF, CEEF, TEEF and CSAPM) have increased capacity to develop and manage the PA system	Activity 1.1.3. A building constructed, staff recruited and staff retrained	Number of field surveys carried out	Gender mainstreaming is not included in the national action plan, Infrastructures must take into account the gender aspect
	Activity 1.1.4 Hold project launch workshops at national and regional level	number of meeting, number of participants	The number of women and men trained is not available
Output 2.1 Integrated management plans for 9 PAs are developed	Activity 2.1.1 Develop / update the PAG and the development plan	Number of missions Number of development plan Number of PAG developed	The developed PAGs do not take gender into account, neither in the study of the social environment, nor in the conservation activities
Output 2.2 The capacity of PA staff is strengthened for collaborative management with local communities	Activity 2.2.1 Strengthen the skills of PA managers	Number of people trained, Number of institutions strengthened	The number of women and men trained is not available. Among the associations formed, are there any women's associations or vulnerable people? The training topics do not contain a theme on gender
	Activity 2.2.2 Build the capacities of PA managers	Number of equipments equipped	The training topics do not contain the gender aspect
	Activity 2.2.3 Integrate the gender approach in natural resource management	Number Study carried out Number of people trained, Number of institutions strengthened	
Output 2.3 Local communities in areas adjacent to PAs and mangrove micro-sites have a better capacity to participate in CBNRM, development of alternative sources of income and ecosystem restoration	Activity 2.3.1 Identify Alternative Activities	Number of IGAs identified	IGAs are identified but do not consider the promotion of women and vulnerable groups
	Activity 2.3.2 Train communities on Alternative Activities	Number of trainings / Number of people trained	The number of women and men trained is not available. The training topics do not include the gender aspect
Output 2.4 Pilot projects on community-based natural resource management (CBNRM), other sources of income and ecosystem restoration are developed and being implemented	Activity 2.4.1 Identify the people affected by the creation and management of the Protected Area and Mangroves (PAPS)	Number of people affected by the project, number of studies	The number of women and men trained is not available. The involvement of women and vulnerable people are not mentioned in the study
	Activity 2.4.2 Build and rehabilitate conservation infrastructure	Number of infrastructure rehabilitated Number of infrastructure built	The infrastructures do not take into account the gender aspect
		Mission numbers	

Products	Activities	Indicators	Observation on gender mainstreaming
	Activity 2.4.3 Carry out control, biodiversity monitoring and ecological monitoring activities		The patrollers and Polisin'ala are generally men. However, there are mixed patrols for the NAP Tsimembo Manambolomaty
	Activity 2.4.4 Create and / or revitalize TGRN (Natural Resource Management Transfer) and GCF (Contractualized Forest Management)	Number of contracts evaluated	Women's access to RNs is not specified
		Number of contracts signed	
		Number of Dina elaborated, number of follow-up of the application	
		Mission numbers	
	Activity 2.4.5 Promote restoration activities	Number of areas to restore	Knowledge and roles of women in NR management are not considered
		Reforested area	
	Activity 2.4.6 Put in place the prevention and control systems against bush fires	Distance from firewall installed and maintained	
	Activity 2.4.7 Restore and enhance sacred and cultural sites	Number of sites restored	Actively involve women in the restoration and upgrading of sites
	Activity 2.4.8 Delimiting Protected Areas	Number of infrastructure	
	Activity 2.4.9 Monitor the implementation of the PAG	Mission numbers	Develop monitoring tools and indicators to monitor the application of the gender approach
	Activity 2.4.10 Support the community in the implementation of rural development projects	Number of projects, number of beneficiaries	It would be relevant to promote female entrepreneurship
		Number of Steering Committee meetings	
	Activity 2.4.11 Monitor Activities	Number of follow-ups	Develop monitoring tools and indicators to monitor the application of the gender approach
Output 3.1 The skills and capacities of stakeholders are strengthened	Activity 3.1.1. Skills and capacity building are provided to Project stakeholders	Number of meetings held	Capacity building does not emphasize the importance of gender mainstreaming in the management of NAPs
Output 3.3 An awareness campaign for the conservation of mangroves and other ecosystems is developed and implemented	Activity 3.3.1 Organize awareness campaigns	Number of sessions, number of people sensitized	The sensitization themes only concern the technical aspect and do not include the importance of integrating gender in the management of NAPs
		Number of organized event	
	Activity 3.3.2 Develop communication supports	Number of supports developed	communication media do not take gender equality into account

