



Integrating the Sustainable Management of Faunal Corridors into Niger's Protected Area System

TERMINAL EVALUATION REPORT

Draft version

25 September 2016

Integrating the Sustainable Management of Faunal Corridors into Niger's Protected Area System

Final evaluation report

Date: 25 September 2016

Evaluation time frame: 23 August - 25 September 2016

Region and countries included in the project: Niger

GEF Operational Program/Strategic Program: Biodiversity

Implementing Partner and other project partners: Ministry of Environment, Sahara Conservation Fund

Evaluation team members:

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Executive summary

Project Summary Table

Project name:	Integrating the Sustainable Management of Faunal Corridors into Niger's Protected Area System			
GEF Project ID:	PIMS 3943		<u>at endorsement</u> (Million US\$)	<u>at completion</u> (Million US\$)
UNDP Project ID:	00073331	GEF financing:	1,768,182.00	1,768,182
Country:	Niger	IA/EA own:		
Region:	AFRICA	Government:	2,781,723.00	613,016
Focal Area:	BIODIVERSITY	Other:	250,00.00	371,317
FA Objectives, (OP/SP):		Total co-financing:	6,323,188.00	984,333
Executing Agency:	Ministry of Environment	Total Project Cost:	11,123,093	3,736,848
Other Partners involved:	Sahara Conservation Foundation	Pro-Doc Signature (date project began):		24 August 2011
		(Operational) Closing Date: 31 December 2016	Proposed: 31 December 2015	Actual: 31 December 2016

Project Description

- The project " Integrating the Sustainable Management of Faunal Corridors into Niger's Protected Area System " has started 24 august 2011 and was planned to end 31 august 2016. The project budget is covered by a grant of \$ 1,768,182 from GEF and co-funding amounting to \$ 9,354,911.
- The project's goal is to conserve globally significant biodiversity in Niger's Sahara Biome through a Protected Areas System' approach. The project objective is to expand Niger's managed protected area (PA) system within the Saharan biome by demonstrating effective approaches to PA management and establishing faunal migration corridors. The expected project outcomes are:
- Outcome 1: Niger's formally expanded PA estate comprising 29.3 million ha (of which ~ 8.28 million ha are a new PA and ~ 12.69 million ha a faunal corridor) enjoys enhanced institutional support, enabling legal, and policy frameworks and improved financial management;
Outcome 2: Improved PA management effectiveness in 8.356 million hectares of new (RNN Termit 8.28 million ha) and existing (Gadabedji faunal reserve 76,000 ha) PAs;
- Outcome 3: Strategically important natural habitats (key relevance for faunal migration and transhumance) within the Northern Niger Faunal Corridor of ~ 12.69 million hectares of Saharan landscape enjoy conservation through participatory sustainable land use systems and begin to re-establish conditions needed for future connectivity between the reserves of Gadabedji, Termit and Aïr-Ténéré.

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry	MS	Quality of UNDP Implementation	S
M&E Plan Implementation	MS	Quality of Execution - Executing Agency	S
Overall quality of M&E	MS	Overall quality of Implementation / Execution	S
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance	HS	Financial resources:	MU
Effectiveness	MS	Socio-political:	S
Efficiency	S	Institutional framework and governance:	S
Overall Project Outcome Rating	MS	Environmental :	HS
		Overall likelihood of sustainability:	MS

Summary of conclusions, recommendations and lessons

5. The project "Integrating the Sustainable Management of Faunal Corridors into Niger's Protected Area System" is a highly relevant project for biodiversity conservation as it targets ecosystems of significant value with a number of very rare species threatened with extinction such as Addax, Dama gazelle and Cheetah. Threats to this ecosystem include illegal hunting, oil exploitation and increasing pressure from livestock and agriculture. Efforts from the Niger government and donors to improve conservation of the area are increasing but still insufficient to prevent decline of wildlife.
6. Important achievements of the project are among others:
 - the revision of the legislation;
 - the introduction of the concept of ecological connectivity and corridors;
 - the first steps in development of collaborative management of natural resources in the area;
 - the development of protection infrastructure in the area.
7. The following factors have hampered the project to achieve the targets set in its result framework:
 - insufficient resources compared to the size of the area;
 - insufficient mid-management staff with the right qualifications for community participation and ecological monitoring;
 - pressure on natural resources from other sectors, particularly agriculture, livestock and mineral resources.
8. Corrective actions suggested in relation to the design, implementation, monitoring and evaluation of future project are:
 - replacement of the RNNTT management team;
 - enhancement of living conditions at the Tesker camp;
 - presentation of the results of ecological monitoring;
 - introduce a proper monitoring system and equipment for Ecogardes.

9. Actions to follow up or reinforce initial benefits from the project are the following:
 - harmonization of concepts and terminology used by the various development partners
 - development of communication strategy targeting crucial audiences
 - run awareness activities based on this strategy using trained people
 - proceed development of co-management with technical assistance support;
 - elaborate a management plan for the corridor area
 - review the Protected Area Management Plans after five years
 - Government to allocate sustained budget for field operations.
10. Proposals for directions in future initiatives underlining the main objectives of the project are:
 - investigate the re-introduction of wildlife species
 - promote fee-based tourism for RTFG for the benefit of the local populations
 - develop specific strategies to deal with trade in wildlife products in places known as wildlife crime centres
 - establishment of a new surveillance camp at (or near) the oil exploitation sites
 - assess the benefits of the introduction of GIS based surveillance monitoring system such as SMART
 - integration of conservation and development through support to education and health facilities, with particular attention to pastoralist.
11. Good practices in addressing issues relating to relevance, performance and success are the following:
 - Involvement of local people in the collection of information on illegal activities
 - artificial water holes run on solar power
 - using involvement of local people in practical activities as an entry point for co-management development
 - first steps taken on awareness of military guarding oil exploitation sites.
 - establishment of schools for children of nomadic pastoralists
12. Bad practices in addressing issues relating to relevance, performance and success are the following:
 - current management plan RNNTTT not according international standards
 - conservator RNNTTT based 300 km away from his area
 - level of staff responsible for the coordination of community development and ecological monitoring too low to take the lead in these activities.

Table of contents

1	Introduction	12
1.1	Objectives and scope of the Terminal Evaluation	12
1.2	Methodology	13
1.3	Mission implementation.....	14
1.4	Structure of the report	15
2	Project description and development context	16
2.1	Project start and duration	16
2.2	Problems that the project sought to address.....	16
2.3	Immediate and development objectives of the project.....	17
2.4	Baseline Indicators established	20
2.5	Main stakeholders	20
3	Findings	22
3.1	Project Design and formulation.....	22
3.1.1	Analysis of project strategic framework	22
3.1.2	Assumptions and Risks.....	23
3.1.3	Lessons from other relevant projects incorporated into project design.....	25
3.1.4	Planned stakeholder participation.....	25
3.1.5	Replication approach	26
3.1.6	UNDP comparative advantage.....	26
3.1.7	Linkages between project and other interventions within the sector	26
3.1.8	Management arrangements	28
3.2	Project Implementation	28
3.2.1	Project Finance	28
3.2.2	Partnership arrangements.....	31
3.2.3	UNDP and Implementing Partner implementation	32
3.2.4	Monitoring and evaluation: design at entry and implementation	32
3.2.5	Adaptive management and feedback from M&E activities.....	33
3.3	Project Results	34
3.3.1	Relevance.....	34

3.3.2	Effectiveness	36
3.3.3	Efficiency	38
3.3.4	Country ownership	40
3.3.5	Mainstreaming of UNDP development priorities	40
3.3.6	Sustainability	41
3.3.7	Impact	43
4	Conclusions, Recommendations & Lessons	44
4.1	General conclusions.....	44
4.2	Corrective actions for design, implementation, monitoring and evaluation	45
4.3	Recommendations to follow up or reinforce initial benefits from the project.....	45
4.4	Proposals for future directions underlining main objectives	46
4.5	Good and bad practices.....	46
4.6	Implementation Plan for Recommendations	48

Acronyms

AFD	Agence Française de Développement	ToR	Terms of Reference
APR	Annual Progress Report	UGAP	Unité de Gestion des Aires Protégées
CDSC	Capacity Development Score Card	UNDAF	United Nations Development Assistance Framework
DFC/AP	Direction de la Faune, de la Chasse et des Aires Protégées	UNDP	United Nations Development Programme
DGEF	Direction Générale des Eaux & Forêts		
EU	European Union		
FCFA	Frac CFA (West African Common Currency)		
FEM	Fond pour l'Environnement Mondial		
FSSC	Financial Sustainability Score Card		
GEF	Global Environment Fund		
GIS	Geo Information System		
GPS	Global Positioning System		
M&E	Monitoring and Evaluation		
METT	Management Effectiveness Tracking Tool		
MTR	Mid Term Review		
NRM	Natural Resources Management		
PCBR	Partenariat pour la Conservation de la Biodiversité de la RNNTT		
PES	Payment for Ecosystem Services		
PIF	Project Identification Form		
PIR	Project Implementation Report		
PNEDD	Plan National de l'Environnement pour un Développement Durable du Niger		
PNFC	Projet Niger Fauna Corridors		
PNUD	Programme pour le Développement des Nations Unies		
PSWS	Pan Sahara Wildlife Survey		
RAF	Responsable Administration Financière		
RNNAT	Réserve Naturelle Nationale de l'Aïr et du Ténéré		
RNNTTT	Réserve Naturelle Nationale de Termit et Tin-Toumma		
ROSELT	Réseau nigérien d'observatoires de surveillance écologique		
RTFG	Réserve Totale de Faune de Gadabedji		
SCF	Sahara Conservation Fund		
SLM	Sustainable Land Management		
SMART	Spatial Monitoring and Reporting Tool		
SMART	Specific, measurable, Attainable, Replicable and Timely		

1 Introduction

1.1 Objectives and scope of the Terminal Evaluation

14. The Terminal Evaluation of the project "Integrating the Sustainable Management of Faunal Corridors into Niger's Protected Area System" (project usually referred to as "Projet Niger Faune Corridor", PNFC) was carried out in August - September 2015. No explicit objectives for this evaluation have been included in the ToR (Appendix 1, page 53), but the scope of the evaluation was to assess:
 - the relevance of the strategic framework with regard to the problem context and policy priorities;
 - The effectiveness of the project design;
 - the consistency of the logical framework and the indicators;
 - the realised progress towards the expected results;
 - the efficiency of the project implementation and adaptive management;
 - the sustainability with regard to funding, socio-economic, institutional and environmental risks.
15. The assessments of this evaluation were generally based on the DAC criteria for project evaluation (relevance, effectiveness, efficiency, sustainability and impact (see text box below). Successes and challenges in the implementation of the interventions by various NGO and CBO partners have been documented with reference to set targets and milestones in the project strategic framework and lessons learned have been drawn from the PNFC project. These lessons have been used to make specific actionable recommendations in the evaluation report and will form the basis for related projects in the future.

Relevance concerns the extent to which a development initiative and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries. Relevance also considers the extent to which the initiative is responsive to donor policies and priorities.

Effectiveness is a measure of the extent to which the initiative's intended results (outputs or outcomes) have been achieved or the extent to which progress toward outputs or outcomes has been achieved.

Efficiency measures how economically resources or inputs (such as funds, expertise and time) are converted to results.

Sustainability measures the extent to which benefits of initiatives continue after external development assistance has come to an end.

Impact measures changes in human development and people's well-being that are brought about by development initiatives, directly or indirectly, intended or unintended.

1.2 Methodology

16. The Terminal Evaluation (TE) was carried out according to UNDP guidelines of results based evaluation and according to the Terms of Reference related to the assignment provided by UNDP (Appendix 1, page 53).
17. The TE included a preparatory desk study to familiarize the evaluator with the project and its environment and to focus evaluation questions and criteria. The following information has been collected and used:
 - documents related to the project cycle (e.g. ProDoc, logical framework, Inception Report, Quarterly Progress Reports, AWP's, SC meeting minutes, APRs, PIRs),
 - documents produced by the project on technical and strategic issues,
 - background documentation, maps and internet sources.
18. Based on the preparatory desk study, issues and questions as specified in the ToR were elaborated, and an Inception report prepared and shared with UNDP and the project. The Inception report was discussed, amended and approved during the inception meeting (29 august) by UNDP and the project.
19. The following approaches have been used for additional information collection in Niamey and the project area:
 - (1) meetings and individual interviews with stakeholders (government and local) based on pre-set criteria and questions;
 - (2) analysis of monitoring data from various project reports;
 - (3) use of secondary statistics (biodiversity, environment, socio-economics);
 - (4) project site visits including meeting local stakeholders.
20. Analysis and assessments are done following the DAC criteria for evaluating development projects. Evaluation questions (Appendix 8, page 72) in relation to these criteria have been formulated to guide the interviews and discussions, mainly addressing aspects such as perceptions, constraints, challenges, success factors and suggestions related to design, implementation and achievement. No questionnaires have been used but focal group sessions and key informant interviews were conducted at community level and for other partners.
21. A sustainability analysis included sustainability criteria such as (a) sustainability in terms of developed manpower and skills, (b) policy support measures, (c) economic and financial sustainability, (d) political embedding, (e) socio-cultural embedding, (f) appropriate technology, (f) environmental protection, (g) institutional management capacity and replicability.

22. After the field mission, the preliminary findings and recommendations have been presented in a debriefing meeting with UNDP, the project team and other key stakeholders.
23. Data analysis consisted mainly of triangulation of qualitative information. A project progress table has been prepared to show the progress and achievements of the different project components (Appendix 12, page 80). Ratings have been applied to aspects of key criteria concerning the implementation approach and management (Appendix 9, page 74).
24. A draft evaluation report was composed according to the format provided by the UNDP Regional Office. After circulation of the draft report, the final evaluation report is prepared by integrating the reviewers' comments.

1.3 Mission implementation

25. The evaluation was carried out by Floris Deodatus (protected area management expert, Appendix 17, page 107). The ToR of the mission envisioned an evaluation team of an international expert (Team leader) and a national expert. The national expert was expected to have a confirmed experience in sustainable management of protected areas and rural development, as well as extensive knowledge of the intervention zone. However, the recruitment process for the national expert did not provide any national expert with the desired profile, and therefore UNDP decided to execute the final mission without national expert. In order to cover "liaison and planning issues" the project coordinator was proposed to accompany the consultant during the mission. The recruited international expert was informed about this approach after his arrival in Niamey. The inconvenience of this approach is that interviewed stakeholders could be influenced by the presence of the project coordinator. The advantage, however, is that discussions between stakeholders, project coordinator and the evaluator would generate dynamic and productive discussions which facilitate the analysis of issues, drawing lessons and determining follow-up.
26. A briefing with UNDP and the project took place on 29 august 2016 in Niamey and some crucial stakeholders in the capital were visited during the first two days. From 31 august to 7 September was continued outside Niamey interacting with stakeholders in Maradi, Gadabédji, Zinder and Tesker. During this tour, a field visit was included inside the RNFG and a visit to the Ostrich farm at Kellé. During the field mission, the evaluator was accompanied by the project coordinator, the project monitoring staff and the Head of the Division of Wildlife and Protected Areas.
27. The (in-country) mission was completed with a debriefing with the stakeholders meeting in Niamey on 11 September at the end of the in-country mission.
28. The final evaluation report will be completed in October 2016.
29. A time schedule of the mission is presented in 0 (page 65).

1.4 Structure of the report

30. The evaluation report follows the structure as used in earlier UNDP/GEF evaluations.

2 Project description and development context

2.1 Project start and duration

31. The finance agreement for the Projet Niger Corridor Faune (PNCF) has been approved and signed on 24 August 2011. The project was launched on 26 June 2012 during the inception workshop for a period of four years. Initially the end of the project was planned 31 December 2015. During the Project Steering Committee meeting on 18 August 2015, a project extension has been proposed until 31 December 2016.

2.2 Problems that the project sought to address

32. The project addresses the threats to the biodiversity of Niger's Sahara biome, including species such as the critically endangered addax (*Addax nasomaculatus*), the endangered dama gazelle (*Gazella dama*), Dorcas gazelle (*Gazella dorcas*), Barbary sheep or aoudad (*Ammotragus lervia*), cheetah (*Acinonyx jubatus*) listed as vulnerable, striped hyena (*Hyaena hyaena*), golden jackal (*Canis aureus*), fennec fox (*Vulpes zerda*), Rüppell's sand fox (*Vulpes rüppelli*), lappet-faced vulture (*Torgos tracheliotos*) and the African spurred tortoise (*Geochelone sulcata*). Threats to this ecosystem are related to habitat degradation due to increasing livestock pressure, disturbances related to oil exploitation, increasing circulation of armed groups (rebels, jihadists, army, and ordinary commercial poachers), as well as climate change. Drivers behind these threats are population increase, extension of agriculture and socio-military conflicts in Libya, Mali and Nigeria. Recent developments contributing to environmental degradation are land-grabbing, invasive species (e.g. *Sida cordeifolia*¹) and even grass collection for export to livestock ranches in Algeria. Trade of live animals is also increasing mainly to supply the urban rich. Before the start of this project, the Ministry responsible for the management of biodiversity and protected areas had hardly the adequate capacity on the ground to deal with these threats.

¹ *Sida cordifolia* ('ilima,[1] flannel weed,[2] bala, country mallow or heart-leaf sida) is a perennial subshrub of the mallow family Malvaceae native to India. It has naturalized throughout the world, and is considered an invasive weed in Africa, Australia, the southern United States, Hawaiian Islands, New Guinea, and French Polynesia. (Wikipedia)

2.3 Immediate and development objectives of the project

- 33. The project's goal is to conserve globally significant biodiversity in Niger's Sahara Biome through a Protected Areas System approach. The project objective is to expand Niger's managed protected area (PA) system within the Saharan biome by demonstrating effective approaches to PA management and establishing faunal migration corridors.
- 34. The project has three real (strategic) Outcomes (Table 1, page 18) and project management has been assigned to a fourth Outcome for administrative reasons. The full results framework is presented in the ToR (Appendix 2, page 61).

Table 1. *Project outcomes and results*

Outcomes	Results
1: Niger's formally expanded PA estate comprising 29.3 million ha (of which ~ 8.28 million ha are a new PA and ~ 12.69 million hectares a faunal corridor) enjoys enhanced institutional support, enabling legal, and policy frameworks and improved financial management	1.1 Strategic Conservation Plan for Niger's Saharan Biome is developed and widely endorsed 1.2 Improved effective legal, policy, institutional & land tenure frameworks in place for PA and natural resources management 1.3 One new National Natural Reserve (the Termit Tin Toumma Massif Reserve, including zones for strict protection, tourism and sustainable use) and a set of fauna corridors (the Northern Niger Faunal Corridor) are gazetted, significantly increasing the existing PA coverage to at least 12.7 % (without the corridor) 1.4 Gadabedji faunal reserve partly zoned as breeding and multiplication centre for reintroduction of locally extinct/threatened species 1.5 Upgraded institutional capacity for coordinating PA planning and operations at central level in support of PA management in the project area and for local governance of natural resources and co-management mechanisms at local levels ensures that PA funding and human resources are geared towards addressing the critical needs of PA and natural resource management in the corridor 1.6 Hunting laws/regulations and the system of government-managed hunting blocks are completely revised with hunting developed on a scientific basis and with empowered community managers as the principal beneficiaries over wildlife in hunting areas 1.7 Awareness raising (adapted environmental education and communication [EEC] program) is conducted to inform the local populations and other stakeholders of their options, rights and responsibilities under community-based management/co-management in the Corridor and in PAs
2: Improved PA management effectiveness in 8.356 million hectares of new (RNN Termit 8.28 million ha) and existing	2.1 Core PA infrastructure (boundary demarcation, fire breaks, ranger stations) and trained human resource are in place at 2 pilot PA (Termit Tin Toumma and Gadabedji)

Outcomes	Results
(Gadabedji faunal reserve 76,000 ha) PAs	2.2 A wildlife reintroduction program is established and operational to reintroduce locally extinct/locally seriously reduced game species into Gadabedji and onto community managed lands in the Corridor to create a basis for PA and biodiversity value chains 2.3 The development of benefits derived from the PA and sustainable use of biodiversity This entails environment friendly small businesses, community hunting zones, local job creation within the PA (eco-guards, breeding station among others) that create incentives for conservation 2.4 Participatory PA planning and adaptive co-management tools developed and under initial implementation including: (1) PA zoning plans; (2) Participatory PA management plans (including management of water points, range management, wildlife management, fire control and transhumant routes etc.); (3) Strategies and tools for effective enforcement of PA regulations and (4) PA business planning 2.5 Co-management mechanism piloted in Gadabedji and Termit reserves
3: Strategically important natural habitats (key relevance for faunal migration and transhumance) within the Northern Niger Faunal Corridor of ~ 12.69 million hectares of Saharan landscape enjoy conservation through participatory sustainable land use systems and begin to re-establish conditions needed for future connectivity between the reserves of Gadabedji, Termit and Aïr-Ténéré	3.1 The geographic limits of key sites with strategic importance (wildlife migration and transhumance) within the Northern Niger Faunal Corridor are defined based on scientific, socio-economic and other agreed criteria 3.2 Communities/user groups in the Northern Niger Faunal Corridor are structured and empowered with defined rights and obligations covering natural resource use and biodiversity conservation 3.3 Decentralized participatory resource management plans (PDC, PDGDRN, land use plans) that integrate sustainable transhumant pastoral range/natural resource management and biodiversity conservation needs are developed and under initial implementation at key sites 3.4 Promotion of Sustainable Resource Management (SRM) measures against degradation of key natural resources (water pans, rangeland resources with common importance for transhumant herders and wildlife) and the development of biodiversity value chains (sport

Outcomes	Results
	hunting, tourism, etc.) in community-managed pilot sites create benefits and conservation incentives for community managers 3.5 Long-term ecological monitoring system (including mapping) for threatened faunal species, sport hunting and key habitats in place and operational with the participation of transhumant communities

2.4 Baseline Indicators established

35. At the start of the project baseline indicator levels have been determined for the project at project objective and outcome level (Appendix 12, page 80).

2.5 Main stakeholders

36. At local level, the following stakeholders have been identified during the formulation of the project:
- Regional, departmental and communal offices of the Ministry of Water, Environment and Desertification Control
 - Protected areas management units of the Gadabedji and Termit Tin Toumma reserves (State and international NGO Sahara Conservation Fund / Projet Antilopes Sahélo-Sahariennes);
 - Regional, departmental and communal offices of the ministries of agriculture, animal resources and local development/ decentralization;
 - Territorial administrations (governor's office, prefectures, departments);
 - Traditional authorities (village chiefs, camps, tribes, groups, imams, marabouts etc.);
 - Local communities including sedentary villagers, nomads, transhumants and organized women's, men's and youth groups of the communities;
 - Communes (commune council and communal services);
 - Local land commissions (COFO, COFOB);
 - Associations and local NGOs in the field of local development, pastoral production and natural resources management (e.g. AREN, among others – possibly also CAPONG, REFORM);
 - Development projects supporting local development and pastoral production;
 - State security forces (police, gendarmes, military FNIS, FAN);
 - Mining and petroleum companies.

37. At national level, the following stakeholders have been identified:

- Ministry of Water, Environment and the Desertification Control/General Directorate for the Environment, Waters and Forestry;
- Ministry of Livestock Production and Animal Resources;
- Ministry of Agriculture/ Permanent Secretariat of the Rural Code;
- National Council of the Environment for Sustainable Development (CNEDD);
- High Commission for Decentralization (HCCT);
- Ministry of Water Supply;
- Universities and research centres (UAM and INRAN) – research/ archaeological heritage, including international centres;
- ROSELT;
- Development partners (bilateral and multilateral technical and financial partners, NGO)
- International biodiversity NGOs;
- Private ecotourism operators;
- Ministry of Tourism, Niger's Association of Tourism Professionals, Niger's Syndicate of Tourism and Niger's Centre of Tourism Promotion;
- Mining and petroleum companies;
- Military leaders;
- UNDP-Niger.

3 Findings

3.1 Project Design and formulation

3.1.1 Analysis of project strategic framework

39. The Project Document presents a sound analysis of the problem context and the barriers which impede the current protected area strategy to deal effectively with the problems identified:
40. Barrier 1: The legal, institutional and policy frameworks are inadequate for increasing PA management effectiveness and the expansion of the PA estate.
41. Barrier 2: Effective PA management and infrastructure is lacking for biodiversity conservation in the Termit Tin Toumma and Gadabédj protected areas.
42. Barrier 3: The land between the three northern PA is not presently suitable as a wildlife corridor for wildlife movement between PA because it remains open access and without control of poaching and systems for NR management.
43. The strategic framework of the project has been designed to the lift these three barriers. However, it turned out to be difficult to translate these barriers consistently into SMART outcomes. Three Outcomes and 17 Outputs have been formulated as well as 16 Indicators (Appendix 12, page 80). There is not always a linear relation between Outcomes and Indicators and certainly not between Indicators and Outputs. Some of the Indicators target more than one Outcome. According to the ProDoc, "The project indicators of the Strategic Results Framework include only impact (or objective) indicators and outcome (or performance) indicators". Since some of the indicators were only supposed to be assessed during the formulation, MTR and Final Evaluation, and since the MTR did not take place, progress monitoring was inadequate. The project team has been struggling with the indicators and some of them were dropped because they could not be measured or they were redundant (Appendix 12, page 80).
44. Actually, the only indicator really targeting at Project Goal level (impact level) is the estimation of the Addax population. Statistically this is however a poor indicator as there are so few. It would have been better to take several (and more abundant species) which are normally counted anyway in wildlife surveys, and which would give a far better indication of ecosystem improvements.
45. The extensive use of tracking tools with which the project staff is obviously not familiar, made annual monitoring impossible and resulted in dropping several indicators. Furthermore, the tracking tools include information on other protected areas such as Aïr Ténéré and "W", which could not be visited by the project evaluator.

46. Due to the format restrictions of Atlas project monitoring environment, the activities and costs related to project management were assigned to a separate "Outcome", which is actually not a strategic outcome of the project: *"Outcome 4 : The management monitoring and reporting of the project are ensured"*.
47. Furthermore, it needs to be noted that two additional Outcomes have been "housed" in the project strategic framework in order to facilitate the funding by UNDP of related activities implemented by the Ministry of Environment and Sustainable Development:
48. Output 5: Good practices of biodiversity management are capitalised, codified and shared among stakeholders and users.
49. Output 6: Assuring the participation of Niger in international and regional conferences and meetings on biodiversity and the return of conclusions of these meetings to the Niger policy makers.

3.1.2 Assumptions and Risks

50. The following table presents an evaluation of the Risk Assessment of the Project Document:

Identified risks	Mitigation	Comments
Political and institutional support for the establishment and effective management of the Northern Niger's PA system is insufficient	The project strategy focuses on new management partnerships with local government, communities and non-state actors for PA and natural resources. This strategy takes limited governmental capacities into account and limits DGEEF's role primarily to key functions of supervision and coordination with other ministries. Capacity development of DGEEF and of other PA management stakeholder is widely programmed under several project outputs.	The relation between risk and proposed mitigation is not clear. DGEEF is still playing a key role in PA protection on the ground and its capacity is crucial for PA and corridor surveillance.
Levels of central funding to sustain the consolidation of the PA System may not be sufficient to sustain its long-term functioning	Project's activities (e.g. PA business planning implementation) will focus on reducing costs and improving the revenue side of the PA financing equation and local benefit generation from sustainable use of natural resources in the corridor. Furthermore, sustainable long term financial mechanisms will be	The consequences of degrading security on tourism and hunting revenues have not been taken into account in the risks assessment

Identified risks	Mitigation	Comments
	developed in the Strategic Conservation Plan for Niger's Saharan Biome (Output 1.1).	
Local communities have little incentive to change ancestral practices (open access grazing, fires, hunting) that threaten BD	Economic incentives, awareness raising, the development of biodiversity-based value chains and empowerment of local stakeholders will all provide a context for positive, incremental changes in behaviour and land use practices.	The consequences of degrading security on tourism and hunting revenues have not been taken into account in the risks assessment
Human pressure and land tenure conflict may hamper the consolidation and expansion of PA	Clear management arrangements and the contractual definition of roles, rights and responsibilities will be developed providing for benefit sharing with local stakeholders.	Most pressures come from outside, and benefits to share are limited due to insecurity
Climate Change impacts on PA will likely exacerbate the severity of droughts, lead to greater land degradation and more difficult conditions for wildlife and herders	The rehabilitation and conservation of protected areas and the connecting migration corridors is the most important measure to allow the fauna to adapt to climate change. Partner financed measures for better rangeland management and food security will further reduce human – wildlife resource conflicts due to climate change. Because of the arid nature of the project zone's ecosystems, biodiversity is more widely spread across the landscape in north and north-east of Niger. Antelopes are fauna is particularly mobile. The inclusion into the project of management interventions within a rather large area (i.e. the corridor) is necessary because of the migratory character of threatened antelopes that roam Niger's Saharan biome. The size of managed ranges in Saharan biomes may also prove to be an important —drawing card for threatened biodiversity in the face of climate change. Yet, this risk has more relevance to the sustainability of the project than to the actual operation of the project. The Strategic Conservation Plan for Niger's Saharan Biome will however include an adaptive response to effects of	Connectivity and mobility are certainly crucial elements of resilience for wildlife populations, but key (direct) threats to wildlife are related to humans and land use in the first place.

Identified risks	Mitigation	Comments
	climate change on Saharan PA. In addition, UNDP has another project that is piloting climate change adaptation measures for Niger, including the Saharan zone. Early warning is part of the mechanisms being developed through the adaptation project. Both projects will coordinate interventions and share lessons	
Political unrest in the extreme Northern Niger or in the project area itself may undermine project security	The project will concentrate interventions in the pilot PA Termit and Gadabedji and the southern part of the faunal corridor until return of peace and normal life in the Agadez region. Awareness-raising on the importance of benefit sharing with local communities will be undertaken with the petroleum companies. UNDP assesses political and security risks to projects on a rolling basis. Advice on movement restriction and field security from the UN Security Unit will be strictly followed. Before launching the project, measures will be put in place by the UNDP Country Office to ensure that the project management units and their operations comply with the UN's Minimum Operating Security Standard (MOSS).	There are security issues in the north, in the west (Mali border) and southeast (Nigerian border) The consequences of degrading security on tourism and hunting revenues have not been taken into account in the risks assessment.

3.1.3 Lessons from other relevant projects incorporated into project design

51. The project design was mainly based on experiences from the Programme Antilopes Sahélo-Sahariennes (ASS) coordinated by NOÉ, IRSNB and CMS (section 3.1.7, page 26) which was funded by the Fonds Français pour l'Environnement Mondial (FFEM) through the French cooperation (AFD). This applies particularly to the approaches related ecological monitoring, antipoaching and co-management.

3.1.4 Planned stakeholder participation

52. Stakeholder participation is realized at two levels:

53. (1) At "overall level" a steering committee is meeting annually representing apart from the key stakeholders from the central government, also key local stakeholders. These meetings have been organized in regional capitals of Zinder and Maradi.
54. (2) At local level, the co-management structure potentially provides opportunities for active stakeholder participation. Potentially - as the necessary institutional elements, particularly the co-management steering committee - have not yet been established. So far, at protected area level, so-called Consultation Fora have been organized annually to discuss protected area management with local stakeholders. Apart from that, regular meetings between the protected area manager and local authorities assure optimal information sharing and joint planning in relation to protected area management and law enforcement.

3.1.5 Replication approach

55. Important elements potentially facilitating and shaping replication are the protected area management plans and the model developed for co-management.
56. A general weakness in the co-management models developed is the lack of consistent terminology introduced through different projects (see also section 3.3.3, page 38).
57. Furthermore, an ecological monitoring system has been developed and documented in a way that it can be repeated in the project area, but eventually can be readjusted to other similar ecosystems.

3.1.6 UNDP comparative advantage

58. UNDP's coordinates the UN Country Team in Niger with regard to programming of development activities of the Participating UN Organizations and their national partners in the frame of the UNDAF Action Plan. UNDP programmes focus on capacity development and policy support including leadership development aimed at improving the capacity of the public service to deliver quality services by enhancing strategic thinking, policy-making, risk analysis, disaster management and food security. A key role for UNDP in this project is evident because of the linkages to other sectors of this project, such as livestock, agriculture, defence and land tenure.

3.1.7 Linkages between project and other interventions within the sector

59. The following projects are or have been implemented in Sahel-Saharan biome:

- (1) Community-based Integrated Ecosystem Management Program under the Community Action Program (2003-2007) funded by GEF, aiming at supporting sustainable local development by providing communities in Niger with the means to improve the management of rural and peri-urban ecosystems so as to generate both local and global environmental benefits. It is an attempt to reduce poverty and vulnerability by combating land degradation and desertification in Niger and by conserving and eventually restoring ecological mechanisms.
- (2) The Sahelo-Saharan Interest Group (SSIG) is a network of individuals and organisations committed to conserving wildlife and habitat in the Sahelian grasslands and Sahara Desert of Africa, including experts from ZSL and SCF. They carried out surveys in collaboration with the "Direction de la Faune, de la Pêche et de la Pisciculture" (DFPP) of Niger Ministère de l'Hydraulique, de l'Environnement et de la Lutte contre la Désertification in 2004.
- (3) In Niger, from 2006 to 2012 with the Programme Antilopes Sahélo-Sahariennes (ASS) coordinated by NOÉ², IRSNB et CMS), and leading to the creation of the Reserve Nationale Naturelle de Termit et Tin-Toumma (RNNTTT) in 2012. This project was funded by the Fonds Français pour l'Environnement Mondial (FFEM) through the French cooperation (AFD).
- (4) Sustainable Co-Management of the Natural Resources of the Air-Ténéré Complex (2006-2012), funded by GEF. The goal of this project is to combat land degradation and to conserve the Saharan ecosystems of northern Niger by integrating the processes of local development and decentralization.
- (5) Partnership for the Conservation of the Biodiversity in the Reserve Nationale Naturelle de Termit et Tin Toumma in Niger (Partenariat pour la Conservation de la Biodiversité sahélo-saharienne de la Réserve Naturelle Nationale de Termit et Tin-Toumma PCBR) funded by AFD, 2013 to 2016;
- (6) A Transboundary Sahelo-Saharan Megafauna Conservation Project in Niger and Chad with financial support of the European Union which is taking off since 2015 and will last until end 2018;
- (7) In the frame of the Regional Indicative Programme of the European cooperation (EDF 11) projects will be funded in the Sahelian-Saharan zone in Niger (around € 7 million) and Chad (around 3 million).
- (8) The Regional Sahel Pastoralism Support Project (in French: "Projet Régional d'Appui au Pastoralisme au Sahel –PRAPS") is a six-year undertaking in Burkina Faso, Chad, Mali, Mauritania, Niger and Senegal (2015-2021). Niger will receive a US\$45 million credit of the total programme budget of US\$248 million.
- (9) Integrated Management of Oasis Ecosystems of Northern Niger (IMOE -NN) proposed to GEF in 2016. Integrated Natural Resource Management alleviates land degradation, addresses loss of biodiversity, reduces emission of GHGs, maintains forest and oasis ecosystem services and improves livelihoods in the Air Massif of Niger.

² <http://noe.org>

3.1.8 Management arrangements

60. The project has been executed under UNDP NEX procedures with the UNDP Niger as the GEF Implementing Agency. The project is executed by the Division of Wildlife and Protected Areas of the Ministry of Environment and Sustainable Development. For the planning, coordination and monitoring of activities a project coordination unit has been established in Niamey with a Project Coordinator, and Monitoring expert and a Financial Administration expert. In the two protected areas Management & Coordination Units have been established in respectively Gadabedji and Tesker (Appendix 4, page 66) with a protected area Conservator (Warden) assisted by a Law enforcement officer and a Local development officer. An additional Management & Coordination Unit has been set up at the Departmental Forestry Office in Tanout, to cover part of the corridor not covered by the Gadabedji and Tesker offices. Long term staff for all these positions was provided by the Ministry of Environment and Sustainable Development (Appendix 10, page 75). Monitoring and supervision was taken care of by the Steering Committee³ meeting annually. For specific technical tasks short term consultants have been hired (Appendix 11, page 77).

3.2 Project Implementation

3.2.1 Project Finance

61. At the 31st of July 2016, the total project expenditures from the combined GEF and UNDP funds amounted to FCFA 1,038,380,500 (US\$ 1,776,814). Disbursement rates (expenditures/budgets) show that about 73% of the overall budgets have been spent. Such disbursement can be expected from a project which has run approximately 90% of its lifetime, taken into account unpaid invoices and commitments. However, low disbursement of particularly Outcome 3 indicate a reduced performance under this outcome.
62. The project's financial administration has been audited annually by BEC Sarl from Benin (2012, 2013 and 2014) and by Universal Consulting from Cameroon (2015). It should be noted that in all these audit reports, cases were reported of insufficiencies with regard to illegibility and justification of payments.
63. Project assets appear to be well managed from the administrative point of view (Appendix 13, page 88). The auditor expressed however the same concern as the evaluator regarding the computer backup system used.

3 Members: Secrétaire Général Adjoint du Ministère de l'Hydraulique et de l'Environnement; Directeur Général Adjoint de l'Environnement et des Eaux et Forêts; Directeurs Centraux du Ministère de l'Hydraulique et de l'Environnement membres du Comité de Pilotage; Point Focal du CPAP au Ministère du Plan, de l'Aménagement du Territoire et du Développement Communautaire; Autorités administratives régionales et Préfectorales de la zone d'intervention du Projet; Maires des communes d'intervention du Projet; Responsables des services techniques régionaux et départementaux impliqués dans la mise en œuvre du Projet; Représentants des Projets et Programmes et des ONG partenaires; Cadres de l'Unité de Gestion du Projet.

64. According to the project document, the project was expected to generate US\$ 5,219,223 from Government sources and international organisations (particularly FAO). In reality however these sources did contribute only US\$ 984,333, due to Government budget constraints and FAO dropping a pipeline project on agriculture and rangeland improvement. In the meantime, several other development partners in the intervention zone carried out projects in the field of ecosystem management in consultation/collaboration with PNCF. In 2015, the project carried out a survey to estimate the financial contributions of these projects to ecosystem improvement, giving an estimate amounting to FCFA 5,614,456,223 from the beginning of the project up to 31 October 2015.

Table 2. Annual budgets according too annual workplans in FCFA (source: RAF)

		2012	2013	2014	2015	2016	Total	Total
Outcome 1	UNDP			38,500,000	11,500,000	11,500,000	61,500,000	207,644,000
	GEF	42,500,000	60,000,000	27,197,000	16,447,000		146,144,000	
Outcome 2	UNDP			15,500,000	1,000,000	10,000,000	26,500,000	275,000,000
	GEF	12,500,000	37,500,000	74,375,000	99,125,000	25,000,000	248,500,000	
Outcome 3	UNDP			5,000,000	6,750,000	9,000,000	20,750,000	297,538,500
	GEF	62,500,000	56,110,000	60,841,000	78,337,500	19,000,000	276,788,500	
Outcome 4	PNUD	112,750,000	71,000,000	22,500,000	18,250,000	25,000,000	249,500,000	647,818,000
	GEF	121,250,000	100,750,000	89,727,500	73,590,500	13,000,000	398,318,000	
Total UNDP	UNDP	112,750,000	71,000,000	81,500,000	37,500,000	55,500,000	358,250,000	1,428,000,500
Total GEF	GEF	238,750,000	254,360,000	252,140,500	267,500,000	57,000,000	1,069,750,500	
TOTAL		351,500,000	325,360,000	333,640,500	305,000,000	112,500,000	1,428,000,500	

Table 3. Expenditures of GEF and UNDP per Outcome and per year in FCFA (source: Combined Delivery Report by Activity with Encumbrance - UNDP)

		2012	2013	2014	2015	2016	Total	Total
Outcome 1	UNDP		3,099,000	3,287,500	0	9,132,500	15,519,000	136,370,500
	GEF	26,195,500	43,807,500	32,637,000	18,211,500	0	120,851,500	
Outcome 2	UNDP	943,000	0	14,503,500	0	9,636,000	25,082,500	169,484,500
	GEF	6,536,000	37,249,500	27,209,500	68,012,000	5,395,000	144,402,000	
Outcome 3	UNDP	2,475,500	143,000	362,500	1,998,500	9,833,500	14,813,000	137,873,500
	GEF	13,825,500	27,110,500	45,206,500	26,566,000	10,352,000	123,060,500	
Management	UNDP	18,718,500	66,611,500	48,184,500	10,778,000	39,514,500	183,807,000	594,652,000
	GEF	84,877,000	109,312,500	99,999,000	108,633,500	8,023,000	410,845,000	
Total UNDP	UNDP	22,137,000	69,853,500	66,338,000	12,776,500	68,116,500	239,221,500	1,038,380,500
Total GEF	GEF	131,434,000	217,480,000	205,052,000	221,423,000	23,770,000	799,159,000	
TOTAL		153,571,000	287,333,500	271,390,000	234,199,500	91,886,500	1,038,380,500	

Table 4. Project expenditures combined from GEF and UNDP funding in relation to budgets as of 31 October 2015

	2012	2013	2014	2015	2016	Total
Outcome 1	62%	78%	55%	65%	79%	66%
Outcome 2	60%	99%	46%	68%	43%	62%
Outcome 3	26%	49%	69%	34%	72%	46%
Management	44%	102%	132%	130%	125%	92%
TOTAL	44%	88%	81%	77%	82%	73%

Table 5. Co-funding in FCFA realized as of 31 October 2015

Source	Realized co-funding (FCFA)
UNDP	358,250,000
Government of Niger (in kind)	217,000,000

Other sources	5,614,456,223
Total	6,189,706,223

Table 6. Realized co-funding in US\$ (CFA/US\$ rates 16/09/2016)

Co-financing (type/source)	UNDP own financing (US\$)		Government ⁴ (US\$)		Partner Agency (US\$)		Total (US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	250,000	371,317	2,781,723	613,016	2,187,500	0	5,219,223	984,333
Loans/Concessions								
• In-kind support								
• Other								
Totals							5,219,223	984,333

3.2.2 Partnership arrangements

^{65.} There was no "formal" partnership arrangement with the conservation projects in the area implemented through NOE. However, the cohesion between PNCF and the NOE projects was particularly facilitated by the facts that (a) the NOE

projects were housed in the Regional Office of the Ministry of Environment and Sustainable Development, and (b) SFC was a key implementing partner in both projects.

^{66.} The contributions of SCF to PNCF (costs US\$ 200,000) were established in an (1) "Accord de gestion entre le Projet Niger Fauna Corridors (PNFC) et Sahara Conservation Funds (SCF)" and (2) Terms of Reference. Both documents describe these contributions in terms of activities rather than deliverables.

⁴ Government contributions included are only cash contributions. Apart from this, Government contributed office space, water, electricity, 40 field staff and four terrain vehicles 4x4

3.2.3 UNDP and Implementing Partner implementation

RATING	5: SATISFACTORY
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67. Obviously, support to sustainable development, environment and biodiversity conservation are high on the agenda of UNDP Niger. This is manifested by the variety of project initiatives taken the last decade funded by GEF and proper UNDP funds (section 3.1.7, page 26). As a result, a good working relation has been established between UNDP and the Ministry of Environment and Sustainable Development.
68. With regard to PNCF, UNDP has played a proactive role, looking for solutions and actively participating in the Steering Committee. On the negative side the project management team reported that payments came usually long after the expenditures were done, which frequently required prefunding of activities from other sources. This issue is however not related to the UNDP staff, but it is the consequence of, on the one hand, UNDP's financial management procedures and, other hand, the quality and timing of reporting by the project.
69. The Ministry of Environment and Sustainable Development, who is the implementing partner, has shown its commitment by providing a strong and proactive project management team and office space. In this regard it is appropriate to mention that administration and asset management appear to be well done. On the other side it should be mentioned that the project management should be more demanding towards international technical assistance.

3.2.4 Monitoring and evaluation: design at entry and implementation

RATING	4: MODERATELY SATISFACTORY
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70. The following monitoring, evaluation and control processes were applied in the project:
- Monthly financial reports
 - Quarterly financial and technical reports with budget draw down requests
 - Annual Project Progress Reports (APR)
 - Annual financial reports
 - Annual financial audits
 - Annual Project Steering Committee meetings to approve annual reports and work plans
 - PIR Reports
 - Management Effectiveness Tracking Tool
 - Capacity Development Score Card

▫ Financial Sustainability Score Card

71. An Inception Workshop was organized at the beginning of the project to provide among others a detailed overview of reporting, monitoring and evaluation requirements and to agree on a Monitoring and Evaluation work plan and budget. No separate Inception Report has been prepared specifying all implementation arrangements, but an inception workshop report has been made. Subsequently the minutes as reviewed by the evaluator show that annual Steering Committee were organized and used fully to evaluate progress and for joint planning.
72. No Mid-Term Review has been organized due to the unavailability of appropriate consultants. Although training has been provided in the METT, CDSC and FSSC, these tools have not been updated at Mid Term and Final Evaluation stage by the Project Coordination Unit. However, after the in-country mission CDSC has been updated by the team and could be included in the evaluation report (Appendix 14, page 92).

3.2.5 Adaptive management and feedback from M&E activities

RATING	4: MODERATELY SATISFACTORY
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73. The adaptive management mechanism seems to be well established in the project through the Steering Committee which has been meeting annually. Elaborate minutes show a wide variety of discussion on strategic and operational issues, which contributed in a number of occasions to the initiation or acceleration of activities, such as the elaboration of a strategic document on communication to enhance the visibility of the project, and actions to investigate co-financing options when it turned out that important co-funding was not realised.
74. It needs to be mentioned here that an important opportunity has been missed due to the fact that no MTR has been done.

3.3 Project Results

RATING	5: SATISFACTORY
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3.3.1 Relevance

RATING	6: HIGHLY SATISFACTORY
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Needs of intended beneficiaries

75. The beneficiaries of the project are mainly the local populations living around the protected areas and pastoralists using pastures and water holes seasonally. Grazing land and water are their principal resources. Their livelihood is threatened by pasture degradation, desertification and the shift of the north of the agricultural front due to land grabbing. The management of protected areas and corridor zones offers to them the opportunity of sustainable land management and alternative income. This explains the currently well-established collaboration between the protected area managers and local communities.

National policies and priorities

76. The project strategy is consistent with and contributes to a number of important national policy frameworks, particularly:
- (1) National Biodiversity Strategy and Action Plan (2014) including a specific strategy on the conservation and sustainable use of biodiversity.
 - (2) *Initiative 3N* (Les Nigériens Nourrissent les Nigériens - Nigeriens feed the Nigeriens) 2012-2015, which includes climate change resilience as one of its intervention axes;
 - (3) Intended National Determined Contributions (2015), which includes mitigation and adaptation measures such as restoration of agro-sylvo-pastoral land (1,030,000 ha) and dune fixation (550,000ha);
 - (4) *Plan de Développement Economique et Social* (PDES) 2012-2015, which focusses among five strategic axes the realization of favourable conditions for sustainable, balanced and inclusive development;
 - (5) *Plan National de l'Environnement pour un Développement Durable du Niger* (PNEDD, 1998) which covers programmes on desertification, climate change and biodiversity conservation.

International agreements and commitments

77. The project has been designed in consistency with the following international agreements ratified by Niger and support the achievement of their strategic goals:
- United Nations Convention on Combating Desertification, ratified in 1996;
 - United Nations Framework Convention on Climate Change, ratified in 1995;
 - United Nations Convention on Biological Diversity, ratified in 1995.

Donor priorities

78. The project has been formulated in the frame of the GEF Focal Area of Biodiversity Conservation, which aims the conservation and sustainable use of biodiversity and the maintenance of ecosystem goods and services, and specifically Objective One: Improve Sustainability of Protected Area Systems, through the expansion of the Ecosystem and Threatened Species Representation within Niger's Protected Area System, and by improving the management effectiveness of the protected areas.
79. The project has also been designed consistently with the UN development strategy for Niger (UNDAF 2014-2018) particularly in relation to the cooperation areas of resilience (including environmental conservation and sustainable management of natural resources) and governance (including capacity building regional and local governance, planning and monitoring of local development planning)
80. The mainstreaming of the UNDP priorities human rights, gender and environmental sustainability in the project has been assessed in section 3.3.5, (page 40).

3.3.2 Effectiveness

RATING	4: MODERATELY SATISFACTORY
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Outcome 1- Niger's formally expanded PA estate comprising 29.3 million ha (of which ~ 8.28 million ha are a new PA and ~ 12.69 million ha faunal corridor) enjoys enhanced institutional support, enabling legal, and policy frameworks and improved financial management

RATING	5: SATISFACTORY
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81. A new protected area has been established: Réserve Naturelle du Massif du Termit Tin Toumma. However, this was done under the Programme Antilopes Sahélo-Sahariennes. Under the corridor project a strategic document has been prepared on biodiversity conservation of the Sahara biome in Niger (R1.1), which is presenting a vision on the future development of the protected area complex in central-north Niger. The project prepared also revisions of the *"Law on Hunting, Wildlife Conservation and the Management and Conservation of Protected Areas"* and a *"Decree determining the implementation of this law (Rules & Regulations)"*, which are both under review now. All studies and consultations required for the legal creation of the corridor area have been completed. The current law, however, does not provide for the establishment of corridors. Therefore, the completion of the creation of the corridor zone is pending the adoption of the new Wildlife Law by the Government. Institutional support was complemented by the training of teachers in environmental education and awareness training of military working in the project zone for the protection oil exploitation installations.

Outcome 2 - Improved PA management effectiveness in 8.356 million hectares of new (RNN Termit 8.28 million ha) and existing (Gadabedji faunal reserve 76,000 ha) PAs

RATING	4: MODERATELY SATISFACTORY
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82. Infrastructure for RNT Gadabedji has been completed and equipped. The park boundary has been demarcated with concrete markers and a core zone has been marked with paint on trees. The concrete markers do however not indicate any text related to their function and it is expected that the painted marks to indicate the core zone will require annual repainting. Overall the RNT Gadabedji gives a relatively well organized impression. However, at Tesker, the base camp of RNN Termit Tin Toumma this is not the case. Furniture for this camp is still kept in Zinder in Conservators office who seems not to be eager to settle in Tesker to do his job.
83. No reintroduction programmes (R2.2) are being implemented, but plans exist to introduce Ostrich, Giraffe and Oryx in Gadabedji. After habituation Ostrich and Oryx would be able to migrate as far as RNN Termit Tin Toumma.
84. Protected area management plans and Co-management agreements have been signed between the Ministry and the Communities of both protected areas, but the various elements⁵ for the operationalization of co-management mentioned in these agreements have not been realized so far. Some studies have been done on value chain development, but generally no revenues have been generated and shared, which is mainly due to the recent security situation which has led to a drastic drop of tourism visits. Nevertheless, particularly in Gadabedji, an excellent collaborative appears to exist between the protected area management and the local communities, manifested by participation in antipoaching, joint fire-fighting and involvement of in the construction of infrastructure.

⁵ The co-management agreements notify the requirement of (1) protected area management plan, (2) an action plan, (3) a community development plan, (4) a Steering Committee for the agreement, (5) a consultation framework convention state-community, (6) internal regulations for the consultation framework, (7) an community natural resources management plan. Only (1) and (3) of these elements have been prepared

Outcome 3 - Long-term ecological monitoring system (including mapping) for threatened faunal species, sport hunting and key habitats in place and operational with the participation of transhumant communities

RATING	4: MODERATELY SATISFACTORY
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85. Geographic boundaries of the corridor zone have been established in a GIS database. Community development plans have been developed, but as yet no participatory natural resources management plans at community level. The project has reinforced the capacity of the Departmental Offices responsible for the protection of the corridor area. Collaboration with communities involves actually participation to antipoaching by Ecogardes, fire-fighting, habitat restoration (dune fixation) and reforestation. Some studies have been done on value chain development, but generally no revenues have been generated and shared, which is mainly due to the recent security situation which has led to a drastic drop of tourism visits, which applies also to sportshunters which are the main source of revenue related to wildlife in this area. With assistance of the SCF a biodiversity monitoring system has been developed and surveys have been carried out.

3.3.3 Efficiency

RATING	5: SATISFACTORY
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Means and costs in relation to results

86. With an (initial) budget of US\$ 2 million to cover interventions at national (institutional) level as well as the protection of the largest space for wildlife conservation in Africa seems to be overambitious when tangible results are expected within 4-5 years even with the existing co-funding for conservation from other sources taken into account. However, from that perspective a lot has been realised. Most probably the following factors contributed to that: (1) a relatively small budget does not exceed the absorption capacity of the stakeholders and forces them to make economic use of resources; (2) the team committed to conservation was very output oriented, (3) the use of local labour whenever possible. However, the fact that some of the project outputs (e.g. co-management, approval of legislation) will not be completed before the end of the project raises sustainability issues (section 3.3.6, page 41).

Technical assistance

87. The Technical Assistance provided to the project consisted on the one hand of a large number of local consultants carrying out specific studies and on the other hand the international NGO Sahara Conservation Foundation responsible for the development of a biodiversity monitoring system. The local consultant reports generally give a positive impression regarding quality and contents, although the follow up for some of studies is not evident (for example communication, co-management). The project staff values the technical contributions in the field of survey techniques, data collection, mapping and database development from the SCF very high. However, reporting appears to be less systematic as compared to the local consultant reports. The majority of the reports are very descriptive/narrative, but lack an analytic approach presenting survey results in a synthetic way indicating trends of indicators and linking these trends to management decisions. The absence of Tables of Contents gives the impression that no quality control has been applied to these SCF reports.

Intervention methods

(a) Anti-poaching

88. The antipoaching strategy intervenes at two levels: (1) Antipoaching information is collected by Ecogardes recruited in local villages using their personal cars, motorcycles or camels for their mobility. (2) When poaching activities have been detected, a well-equipped and armed group of guards is sent by car to the spot to intervene. For such vast areas, this system appears very efficient, as it is using only large quantities of fuel when needed. Weaknesses of the system have been so far that the Ecogardes recruited by PNCF have not been equipped with satellite telephones and GPS (contrary, Ecogardes recruited by the NOE projects have these), and that no systematic monitoring and reporting system is applied.

(b) Communication

89. An interesting and sound communication plan has been prepared for the purpose of general environmental education. The main results of the communication work were the promotion of environmental education at schools and environmental awareness among military protecting oil exploitation installations east of RNNTTT. Basic environmental education is very useful, but the project could have benefited more from this activity if a strategic communication plan would have been developed and implemented targeting specific stakeholders related to the problem context of the project area.

(c) Participatory approach

90. The participatory approach, elaborated in the study carried out under this project and in the co-management agreements is quite elaborate and requires significant technical assistance and coaching. The required capacity is not available in the project and insufficient resources had been planned for this.

(d) Protected area management planning

The protected area management plans, particularly the one for RNNTTT are not prepared according to the guidelines of the World Commission for Protected Areas (Appendix 15, page 103). An analysis of values and threats is missing as well as a strategic response to these included in a vision and conservation objectives.

(e) Infrastructures

91. Generally, buildings and other infrastructure appear of sufficient quality. Provision of water and electricity through solar contributes significantly to the living conditions of staff in the remote base camps. The involvement of local labour in all construction work contributes to revenues of local people and to their collaborative attitude.

3.3.4 Country ownership

92. Government ownership of the project is very high due to the implementation modus used. the project was clearly perceived during exchanges with higher level staff in the Ministry for Environment and Sustainable Development and the Ministry of Planning, Territorial Management and Community Development. The allocation of 6 terrain vehicles (two for RNNTTT, 1 for RFTG and one for the Departmental Office in Tanout to support corridor surveillance) and over 50 new staff can also be considered as significant indications of Government ownership.

3.3.5 Mainstreaming of UNDP development priorities

93. Contributions to UNDAF priorities are as follows:

DC1 Resilience

94. Co-management offers the opportunity to communities to include the resources of protected areas in their resilience strategies, for example through alternative income generation and grazing area in periods of shortage. Collaborative efforts in habitat restoration and fire management form an effective and efficient approach contributing to resilience too.

DC2 Social development and human capital

95. There is no direct contribution to this priority, but generally participatory natural resources management leads to awareness of communities with regard to their needs in relation to the environment. The project contributed directly to the development of environmental education at schools.

DC3 Governance, peace and security

96. The project has contributed to the development of local level governance, as well as the collaboration between the national and local level administrations. The "greening" of District Development Planning shows also the relevance of the project concerning policy mainstreaming in the context of decentralisation.
97. Apart from the obvious relevance of the project with regard to sustainable environmental through social mobilisation, its contributions to the other crosscutting themes of the UNDAF, Human rights and Gender are less prominent.

3.3.6 Sustainability

RATING	4: MODERATELY SATISFACTORY
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98. Sustainability has been assessed using 9 sustainability criteria (Table 7, page 42). Based on the sustainability analysis presented, it may be concluded that the continuation of interventions initiated and promoted by the project is likely in relation to all criteria. However, the following issues threaten sustainability to a certain extent:
- Funding of antipoaching so far depends mainly on project funds. It is not yet clear how funding will be continued after the end of the project.
 - Improvement of leadership in RNNTTT is badly required to boost the development of the protection capacity of this protected area and the morale of the staff
 - The pressure from oil exploitation and the protection of the installations by military is significant. Collaboration with the Ministry of Defence should be intensified. The actual legal framework for environmental management is not up to international standards and not in the interest of the country in terms of transparency, and it requires revision.
 - The capacity for the analysis and presentation of ecological monitoring data (and other monitoring data) has not yet sufficiently been established in the Division of Wildlife and Protected Areas.
 - The introduction of co-management has well taken off but is still far from being established. Technical assistance is required.

Table 7. Factors enforcing and threatening sustainable continuation of interventions after the end of the project

Sustainability criteria	Enforcing	Threatening
Economic and financial sustainability	Increasing government commitment Now project opportunities	Interruption of funding of antipoaching activities after the end of project Drop of tourism visits due to security
Developed manpower and skills	Protected area management capacity being established, including staff recruitment and training	No leadership in RNNTTT
Institutional management capacity	New legislation and protected area management plans clarifying institutional issues	Corridor establishment pending approval of new legislation
Policy support measures	A wildlife strategy for the intervention zone and legislation has been prepared Greening of Community Development Plans	Environmental impact assessment legislation not effective to deal with threats related to oil exploitation
Political embedding	Intervention match well national and donor policies and will be supported by these	No issues
Socio-cultural embedding	Collaboration with local communities and governments, particularly in and around RFTG	Permanent working relation to be established with military operational in the area
Appropriate technology	Habitat management and anti-poaching approaches appear to be viable as long as budget is available	Project is yet not capable of presenting ecological monitoring results developed with assistance from SCF Using painted trees for demarcation requires budget for annual repainting
Environmental protection	The project contributes significantly to environmental protection through its habitat interventions	No issues
Replication	Co-management strategy gives some direction to further co-management development Communication strategy gives some	Project is yet not capable of presenting ecological monitoring results developed with assistance from SCF

Sustainability criteria	Enforcing	Threatening
	further direction to communication	Not all elements to support co-management have been elaborated

3.3.7 Impact

99. The overall goal of the project is to conserve globally significant biodiversity in Niger's Sahara Biome through a Protected Areas System' approach. At the conception of the project, two objectives have been determined at Project Objective level and 14 at Outcome level. The second indicator determining the number of Addax in the project area, is actually the only indicator fully targeting impact in the strict sense. Three of these indicators had to be assessed using the GEF tracking tools, but this information was not yet available during the mission for reasons mentioned earlier. The results of the Capacity Development Score Card received later showed significant improvements at the level of the Division of Wildlife and Protected Areas regarding availability of funds and staff, qualification and flexibility of staff, partnership development, and information management (Appendix 14, page 92).
100. Although the arid ecosystems are not as rich in biodiversity as most more humid systems, very rare and also endemic species may be found in such systems. Moreover, relatively rich systems within arid ecosystem may play a crucial role for migratory birds. Surveys of species which have a very low abundance and which have moreover a gregarious distribution due to social organisation such as Addax and to a lesser extent gazelle, will result in data of limited statistical reliability due to high sample variances and operational limitations. A monitoring system for such system should therefore select its indicators wisely, and conclusions should be drawn with care.
101. Estimates of Addax populations before the project indicated around 200 individuals while a survey carried out in 2016 indicate a significant drop in numbers. In 2007, 71 Addax were observed during a combined air and ground survey, while in 2016 only 3 Addax were observed. In 2007, a total of 325 Dorcas gazelles (281 in the transects) were observed in the Tin Toumma block while in 2016 only 1 group of 2 Dorcas gazelles has been recorded in the transect. These results (could) indicate that the protection efforts of the Nigerien Government and the supporting projects including this one have not yet managed sufficiently reduce the threats to the area. However, we need to realize that we do not have a full picture of trends of illegal activities and all factors determining the number of observed antelopes.
102. An assessment of indicators at outcome level is presented in a progress table (Appendix 12, page 80). Obviously, the project is moving in the direction of the targets set at the beginning of the project, but a number will not be fully achieved. Nevertheless, significant results have been booked regarding the establishment of the protected areas coverage and management capacity as well as the development of collaboration with the communities.

4 Conclusions, Recommendations & Lessons

4.1 General conclusions

103. The Project Niger Corridor Faune is a highly relevant project for biodiversity conservation as it targets ecosystems of significant value with a number of very rare species threatened with extinction such as Addax, Dama gazelle and Cheetah. Threats to the area are increasing due to the spread of firearms related to insecurity issues in this part of Africa, oil exploitation, increasing pressure from livestock, and the expansion of agricultural land occupation in the south of the area.
104. The arid ecosystems of northern Africa have so far less benefited from conservation efforts as other ecological zones. Becoming aware of the biological value of the arid part of the country, the Government of Niger has recently decided to increase its conservation efforts here with support from conservation NGOs such as SCF and NOE. The initiatives have attracted some funding from donors such as EU, UNDP, GEF and AFD, and which was of great support to the current management team of the Protected Area Division which is well qualified and committed. However, the funding from Government and donors are as yet far from sufficient to cover the conservation costs of these vast inaccessible areas and it is still the question if the current efforts will be enough to save the animal species mentioned above from extinction.
105. The evaluation of PNFC should be considered in relation to other partner initiatives and project in the area, particularly those involving the development partners SCF and NOE and funded by various donors, activities which have been ongoing for a decade now. Significant achievements of the PNFC in this context have been so far:
- the revision of the legislation,
 - the introduction of the concept of ecological connectivity and corridors,
 - the first steps in development of collaborative management of natural resources in the area,
 - the development of protection infrastructure in the area.
106. The main constraints were:
- insufficient resources compared to the size of the area,
 - insufficient mid-management staff with the right qualifications for community participation and ecological monitoring,
 - pressure on natural resources from other sectors, particularly agriculture, livestock and mineral resources.

4.2 Corrective actions for design, implementation, monitoring and evaluation

107. Corrective actions are at this stage only useful if they can correct issues in the last 3 month of the project's lifetime which would contribute to the final result. In the case of design and evaluation it is not expected that any change would contribute to better results. However, high priority should have the following actions:

- The main corrective action to be taken which could have significant impact on the final result is a replacement of part of the management team of RNNTTT, including the conservator, and the experts for ecological monitoring and community development. Generally, the staff assigned for the positions of monitoring and community development are young and have insufficient experience yet to work independently. More senior staff for such positions should be recruited.
- With the new leadership at Tesker the living conditions at this base needs to be enhanced by providing furniture, satellite TV and sufficient accommodation facilities to create a motivating environment for the staff.
- The communication of the results from monitoring activities stored in a data base need attention and should be presented in an accessible way to the stakeholders and donors in the form of a report/publication and on the website. A reflective exercise on the specific indicators of the ecological monitoring system would be useful.
- To introduce and implement a proper monitoring/reporting system for Ecogardes, including the provision and use of satellite telephone and GPS.

4.3 Recommendations to follow up or reinforce initial benefits from the project

108. To consolidate the achievements of the project the following actions are recommended:

- Harmonization of concepts and terminology used by the various development partners to avoid confusion among stakeholders and inconsistent approaches. The legal framework and management plans should be leading here;
- Development of a communication strategy supporting directly conservation objectives and targeting crucial audiences such as military, local authorities and pastoralists, in addition to the current strategy which particularly focusses on environmental education;
- The Protected Area Division to run awareness activities based on this strategy using trained people;
- To proceed the development of co-management with technical assistance support. It would not be wise to interrupt the current process and therefore it should be considered to continue developing this aspect under other current projects, or alternatively, under funding which can be readily mobilized;
- To elaborate a management plan for the corridor area defining stakeholders, resource users, spatial organization of natural resource utilization and collaborative monitoring;
- To review the Protected Area Management Plans after five years of implementation and apply WCPA guidelines (Appendix 15, page 103) for the next version;

- The Government should give high priority to the allocation of sustained budget for field operations, including fuel and maintenance of cars, as well as payment of fees/salaries to ecogardes.

4.4 Proposals for future directions underlining main objectives

109. In order to enhance the value of RFT Gadabedji and to create a starting area for further ecosystem recovery of the entire zone, the plans of the Protected Areas Division to consider and investigate the re-introduction of wildlife species (initially Giraffe and Ostrich in and later may be Oryx) deserves encouragement and support.
110. The generation of revenues is essential for the local support to conservation, therefore fee-based tourism for RTFG for the benefit of the local populations needs to be promoted.
111. The most effective strategy to reduce poaching is to intervene in different stages of the value chain, and therefore it is recommended to develop specific strategies to deal with trade in wildlife products in places known as wildlife crime centres such as Tanout
112. To turn the antagonism between oil exploitation into synergy, the establishment of a new surveillance camp at (or near) the oil exploitation sites would be a starting point for the development of collaborative anti-poaching strategy with the army staff guarding these sites
113. Options for improvement of the surveillance should be investigated by assessing the benefits of the introduction of GIS based surveillance monitoring system such as SMART to support the management of the protected areas and corridor.
114. Further elaboration of the integration of conservation and development can be achieved through support to education and health facilities, both elements being mentioned by community members as important for their well-being. The development of schools managed by and for children from nomadic pastoralists deserves particular attention.

4.5 Good and bad practices

115. Good practices to apply in similar projects and other interventions addressing conservation in such ecosystems are the following:
- Involvement of local people in the collection of information on illegal activities appears effective as social networks of these people may be very valuable and they know the area well as well as the people using it;
 - The use of solar power to create artificial water holes contributes to resilience of wildlife populations to draughts;

- Protected area zoning, demarcation and firefighting jointly carried out with local community members, are good entry points for the development of co-management;
- The first efforts to develop collaboration with the military seem to open new perspectives for better protection
- Good experiences elsewhere in Niger with the establishment of schools for nomadic children appear to be also an opportunity for awareness and the integration of conservation and development.

116. Bad practices which application should be avoided in conservation projects in these ecosystems or related interventions are the following:

- The current management plan for RNNTTT is not according to the required standards as an analytic and strategic basis has not been used for its preparation;
- The current setup of RNNTTT base camp at Tesker with the conservator office about 300 km away in the town of Zinder does not provide a workable situation for effective protected area management;
- Mid-management staff such as for the coordination of community development and ecological monitoring should not be young newcomers, but technically experienced staff with leadership qualities.

4.6 Implementation Plan for Recommendations

Main findings	Recommendations	Management Response	Key Action	Due Date	Responsible		Status
					Unit	staff	
The RNNTTT Management Unit is based in Tesker, while the Reserve Conservator is based in Zinder, about 300 km from the base; This configuration does not allow effective management of the protected area. Generally, the staff assigned for the positions of monitoring and community development are young and have insufficient experience yet to work independently. The living conditions of this base are rather precarious.	The main corrective action to be taken which could have significant impact on the final result is a replacement of part of the management team of RNNTTT, including the conservator, and the experts for ecological monitoring and community development The living conditions at this base needs to be enhanced by providing furniture, satellite TV and sufficient accommodation	The current configuration of the RNNTT Protected Area Management Unit team must be reviewed. Arrangements shall be made for the conservator of the RNNTT to be based in Tesker. A motivating environment for staff must be created at the Reserve level	Take the necessary steps to get the conservator back to his base in Tesker and replace the inexperienced agents	March 2017	DGEF	Abdou Malam Issa	On going

	facilities to create a motivating environment for the staff.		Complete the RNNTTT Reserve Equipment	March 2017	DGEF	Abdou Malam Issa	On going
The results of monitoring and ecological monitoring activities stored in the project database are not always available to partners and donors.	The communication of the results from monitoring activities stored in a data base need attention and should be presented in an accessible way to the stakeholders and donors in the form of a report/publication and on the website. A reflective exercise on the specific indicators of the ecological monitoring system would be useful.	It is indeed important that the results of ecological monitoring and monitoring activities are accessible to stakeholders and donors.	Train the agents concerned in the exploitation and use of the database. Publish the results of monitoring and ecological monitoring in the form of a report and / or periodic publication.	February 2017	DFC/AP	Ali ABAGANA Halilou Malam Garba	On going
The ecological monitoring and monitoring system has weaknesses as the eco-guards recruited by the PNCF project have not been equipped with smartphones and GPS.	To introduce and implement a proper monitoring/reporting system for Eco-guards, including the provision and use of satellite telephone and GPS.	Eco-guards must be adequately equipped to ensure effective monitoring of protected areas	Equip eco-guard agents with GPS and smartphones; Train eco-guards to use this equipment.	december 31 2016	Project Coordination DFC/AP	Project Coordinator supported by Protected Area Conservators	On going

The project's current communication strategy focuses exclusively on environmental education.	Development of a communication strategy supporting directly conservation objectives and targeting crucial audiences such as military, local authorities and pastoralists, in addition to the current strategy which particularly focusses on environmental education;	A communication strategy must be developed in order to increase the awareness of all actors on the issues of biodiversity conservation in the Saharan biome.	Recruit a communication expert to assist in the development of the communication strategy	March 2017	Project Coordination DFC/AP	Project Coordinator	To be envisaged within the new project to be formulated
The protocols of agreement on congestion of natural resources have been signed but are still not implemented.	To proceed the development of co-management with technical assistance support. It would not be wise to interrupt the current process and therefore it should be considered to continue developing this aspect under other current projects, or alternatively, under funding which can be readily mobilized;	Make arrangements for the implementation of the co-management agreements already signed with the project's local partners.	Recruit a technical assistant to develop this component with the remaining funds or later with future funding	December 2016	Project Coordination	Project Coordinator	To be envisaged within the new project to be formulated
The corridor management plan is not developed, which is a weakness because it is the only framework defining the stakeholders, resource users, spatial organization of the use of natural resources.	To elaborate a management plan for the corridor area defining stakeholders, resource users, spatial organization of natural resource utilization and collaborative monitoring;	Since the wildlife corridor has been delineated, a plan for its development and management must be developed on a consensual basis.	Recruit a consultant to develop a management and planning plan for the corridor area that takes into account stakeholders, resource users and the spatial organization of natural resource use.	June 2017	DFC/AP Project Coordination	Ali Abagana Halilou Malam Garba	To be envisaged within the new project to be formulated

The budget allocated each year by the State for the management of the protected areas is 100 000 000 FCFA which does not seem sufficient to ensure an effective surveillance.	The Government should give high priority to the allocation of sustained budget for field operations, including fuel and maintenance of cars, as well as payment of fees/salaries to eco-guards.	The budget allocated by the government for the management of protected areas must be effective and, if possible, increased.	Advocate for the allocation of a sufficient budget for field activities such as monitoring, ecological monitoring to consolidate the achievements of the project	June 2017	DGEF DFC/AP	General Director of Environment Mr. Abdou Malam Issa	To be negotiated within the 2017 national budget of the government
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Appendices

Appendix 1. Terms of reference

Evaluation Finale du Projet Niger Fauna Corridors (PNFC)

TERMES DE REFERENCE

INTRODUCTION

Conformément aux politiques et procédures de suivi et d'évaluation du PNUD et du FEM, tous les projets de moyenne ou grande envergure soutenus par le PNUD et financés par le FEM doivent faire l'objet d'une évaluation finale à la fin de la mise en œuvre. Les présents termes de référence énoncent les attentes associées à l'évaluation finale du Projet **Intégration de la gestion durable des corridors de faune dans le système d'aires protégées du Niger (PIMS 3943)**.

Les éléments essentiels du projet à évaluer sont les suivants :

TABEAU RECAPITULATIF DU PROJET

Titre du projet: Intégration de la gestion durable des corridors de faune dans le système d'aires protégées du Niger (PNFC)				
ID de projet du FEM :	UNDP PIMS # 3943 GEF PMIS # 3760		<u>at endorsement</u> <u>(Million US\$)</u>	<u>at completion (Million US\$)</u>
ID de projet du PNUD :	UNDP Atlas ID# 00077436	Financement du FEM :	1,76	1,148865
Pays :	Niger	Financement de l'agence d'exécution/agence de réalisation :	0,25	0,739356
Régions:	Agadez, Maradi, Zinder et Diffa	Gouvernement :	2,78	1,93
Domaine focal :	Biodiversité	Autres:	6,32	2,64
Programme opérationnel :	OP 15	Cofinancement total :	9,35	5,27
Agent d'exécution :	PNUD	Coût total du projet :	11,12	6,42
Autres partenaires participant au projet :	MESUDD	Signature du DP (Date de début du projet) :		24 août 2011
		Date de clôture (opérationnelle) :	Proposé : décembre 2015	Réel : Décembre 2015

OBJECTIFS ET PORTEE

Les **bénéfices nationaux attendus**, comprennent attendus comprennent la réduction de la pauvreté, l'amélioration de la gestion des ressources naturelles, l'inversion de la tendance à la dégradation des terres, l'identification des approches et des méthodologies appropriées de gestion durable des ressources naturelles qui répondent aux besoins sociaux.

Les principaux **bénéfices globaux** seront réalisés sous la forme de : (i) la restauration de la biodiversité, (ii) la lutte contre le braconnage, (iii) la préservation d'écosystèmes particuliers et (iv) le maintien de la diversité biologique.

Le but à long terme du projet est «de protéger la biodiversité d'importance mondiale dans le biome saharien du Niger grâce à la gestion durable de corridors de faune dans un système d'aires protégées ».

L'objectif du projet est : d'Étendre le système d'aires protégées (AP) géré par le Niger dans le biome saharien en appliquant des approches efficaces de gestion des AP et en créant des corridors de migration de la faune.

Les **principaux résultats attendus** du projet sont les suivants:

- ✓ La couverture des écosystèmes sahariens dans le système national d'aires protégées du Niger est passée de 7.811.370 ha à 16.093.326 ha ;
- ✓ Le corridor occupe au moins 20% du territoire des communes concernées ;
- ✓ Les populations estimatives d'addax dans le biome saharien du Niger passe de deux cents à trois cents individus ;
- ✓ Les niveaux et normes de compétence de l'institution chargée de la gestion des AP sont améliorés à travers les mesures par une hausse des scores dans le tableau de bord de renforcement des capacités ;
- ✓ La viabilité financière de l'agence chargée de la gestion des AP est améliorée à travers les mesures par une hausse des scores dans le tableau de bord financier ;
- ✓ Le nombre de contrats de cogestion et de conventions locales signés est significatif ;
- ✓ Efficacité de la gestion des AP améliorée sur deux sites pilotes (Termit, Gadabedji) pour la gestion générale et la planification des activités, mesurées par les hausses des scores METT ;
- ✓ La régénération de la flore et les populations stables/croissantes des taxons de faune sélectionnés (addax dans la RNN du Termit Tin Toumma et espèces réintroduites à Gadabedji et dans les communautés environnantes) démontrent l'atténuation des menaces directes sur la biodiversité ;
- ✓ La génération de revenus grâce à de nouvelles chaînes de valeur pour les communautés locales (zones de chasse communautaires pilotes, écotourisme, création d'emplois locaux, etc.) ;
- ✓ Le nombre de communes dans lesquelles les responsables perçoivent des revenus des zones de chasse communautaires contigües à la Réserve de Gadabedji est passé de 0 à 2 ;
- ✓ Les habitats essentiels et les principales ressources naturelles (pâturages, eau) des herbivores sauvages et du bétail transhumant sont stabilisés/améliorés (vérifié par télédétection et validé sur le terrain) ;
- ✓ Le nombre de PDC, PDGDRN, schémas d'aménagement foncier prenant en compte les besoins en conservation de la biodiversité couvre au moins 20% des communes dans le corridor ;
- ✓ La génération de revenus locaux grâce à l'utilisation durable de la biodiversité (zones pilotes de chasse communautaires) est développée ;
- ✓ Le nombre de structures de gestion des ressources au niveau communal/communautaire ayant approuvé une série de règlements régissant l'accès et l'utilisation des ressources est passé de 0 à 6.

En résumé, les résultats obtenus par le projet sont repris dans le tableau suivant :

Outcome 1	1) Niger's formally expanded PA estate comprising 29.4 million ha (of which ~ 8.28 million ha are a new PA and ~ 12.69 million hectare a faunal corridor) enjoys enhanced institutional support, enabling legal, and policy frameworks and improved financial management
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* the implementation of priority actions on the strategic conservation plan within the Saharan biome; * Creation of the National Natural Reserve of Termit Tin Toumma (RNNTT) on March 2012; * the implementation of Environmental Education and Communication (EEC) Program; * the establishment of legal and institutional framework on policy and land tenure; * the institutional capacities building for the coordination of PA planing and functioning at central level; * the revision of hunting laws/regulations and the system of Government managed-hunting blocks	
Outcome 2	2) Improved PA management effectiveness in 8.356 million hectares of new (RNN Termit 8.28 million ha) and existing (Gadabedji faunal reserve 76,000 ha) PAs
The establishment of the staff at the 2 Protected Area Management Unit (PAMU) and at the CMU and the training session on \"techniques of ecological monitoring\" for the staff. The first steps in the rehabilitation of core PA infrastructures are done through the renovation of all the buildings (in whole 15 including 13 residents and 2 offices) at the Total Fauna Reserve of Gadabédji. Also, the tools of PA participative planning and adaptive co-management were worked out and are started to be applied through the zoning of Gdabédji reserve, the fight against bush fire, the revision of Gadabedji Communal Development Plan (CDP). The realization of a study on a co-management mechanism, piloted in Gadabedji and Termit reserves.	
Outcome 3	3) Strategically important natural habitats (key relevance for faunal migration and transhumance) within the Northern Niger Faunal Corridor of ~ 12.69 million hectares of Saharan landscape enjoy conservation through participatory sustainable land use systems and begin to re-establish conditions needed for future connectivity between the reserves of Gadabedji, Termit and Aïr-Ténéré
The capitalization of knowledge through the training designed for and provided to project staff and the DFC/AP officers on data-gathering techniques and ecological monitoring, definition and the cartography of corridor layout, revision of Communal Development Plans, promotion of measurements on sustainable management of natural resources, are the most significant achievements as regards to the adaptive strategies for sustainable management and monitoring of natural resources within PA.	

L'évaluation finale sera menée conformément aux directives, règles et procédures établies par le PNUD et le FEM comme l'indiquent les directives d'évaluation du PNUD pour les projets financés par le FEM.

Les objectifs de l'évaluation consistent à apprécier la réalisation des objectifs du projet et à tirer des enseignements qui peuvent améliorer la durabilité des avantages de ce projet et favoriser l'amélioration globale des programmes du PNUD.

APPROCHEET METHODE D'EVALUATION

Une approche et une méthode globales pour la réalisation des évaluations finales de projets soutenus par le PNUD et financés par le FEM se sont développées au fil du temps. L'évaluateur doit articuler les efforts d'évaluation autour des critères de pertinence, d'efficacité, d'efficience, de durabilité et d'impact, comme défini et expliqué dans les directives du PNUD pour la réalisation des évaluations finales des projets soutenus par le

PNUD et financés par le FEM. Une série de questions couvrant chacun de ces critères ont été rédigées et sont incluses dans ces termes de référence (**voir annexe C des termes de référence**).

L'évaluateur doit modifier, remplir et soumettre ce tableau dans le cadre d'un rapport initial d'évaluation et le joindre au rapport final en annexe.

L'évaluation doit fournir des informations factuelles qui sont crédibles, fiables et utiles. L'évaluateur doit adopter une approche participative et consultative garantissant une collaboration étroite avec les homologues du gouvernement, en particulier avec le point focal opérationnel du FEM, le bureau de pays du PNUD, l'équipe chargée du projet, le conseiller technique du PNUD-FEM basé dans la région et les principales parties prenantes. L'évaluateur doit effectuer une mission sur le terrain (**Régions d'Agadez, Maradi, Zinder et Diffa, Départements de Bermo, Tanout, Aderbissinat, Tesker et N'Gourti**). Les entretiens auront lieu au minimum avec les organisations et les particuliers suivants :

- le personnel du Projet (Coordonnateur et équipe du Projet) ;
- L'administration locale (commune dans les zones d'appui et spécifiquement des sites de référence) ;
- les représentants du Ministère en charge de l'Environnement, de la Salubrité Urbaine et du Développement Durable (MESUDD): Secrétariat Général du MESU/DD, Direction Générale des Eaux et Forêts (DGEF); Direction de la Chasse, Faune et Aires protégées ;
- les représentants du PNUD (Représentant résident, Le RRA/programme, le Chargé de programme Environnement Energie) ;
- Les Directeurs régionaux de l'Environnement ;
- Les Directeurs départementaux de l'Environnement ;
- les membres du Comité de Pilotage ;
- les représentants des parties prenantes locales ;
- les représentants des projets et programmes de la zone d'intervention ;
- les représentants des ONG impliquées ;
- les représentants des communes et autres circonscriptions territoriales et parties prenantes qui ne sont pas directement impliquées dans le projet mais qui peuvent avoir vécu ou ont espéré vivre ses impacts ;
- Les partenaires financiers du projet dans la zone d'intervention ;

L'évaluateur passera en revue toutes les sources pertinentes d'information, telles que le descriptif de projet, les rapports de projet, notamment le RAP/RMP et les autres rapports, les révisions budgétaires du projet, le rapport d'évaluation à mi-parcours, les rapports sur l'état d'avancement, les outils de suivi du domaine focal du FEM, les dossiers du projet, les documents stratégiques et juridiques nationaux et tous les autres documents que l'évaluateur juge utiles pour cette évaluation fondée sur les faits. Une liste des documents que l'équipe chargée du projet fournira à l'évaluateur aux fins d'examen est jointe à l'**annexe B** des présents termes de référence.

CRITERES D'EVALUATION ET DE NOTATION

Une évaluation de la performance du projet, basée sur les attentes énoncées dans le cadre logique/cadre des résultats du projet (**voir annexe A**) et qui offre des indicateurs de performance et d'impact dans le cadre de la mise en œuvre du projet ainsi que les moyens de vérification correspondants, sera réalisée. L'évaluation portera au moins sur les critères de pertinence, d'efficacité, d'efficience, de durabilité et d'impact. Des notations doivent être fournies par rapport aux critères de performance suivants. Le tableau rempli doit être joint au résumé d'évaluation. Vous trouverez les échelles de notation obligatoires à l'**annexe D** des termes de référence.

Vous trouverez ci-après un tableau utile à inclure dans le rapport d'évaluation.

Notation de la performance des projets		
Critères	Note	Commentaires
1. Suivi et Evaluation: Très satisfaisant (TS), Satisfaisant (S), Moyennement satisfaisant (MS), Moyennement, insatisfaisant (MI), Insatisfaisant (I), Très insatisfaisant (TI)		
Qualité globale du suivi et de l'évaluation	(sur une échelle de 1 à 6)	
Mise en place du suivi et de l'évaluation au démarrage du projet	(sur une échelle de 1 à 6)	
Mise en œuvre du plan de suivi et d'évaluation	(sur une échelle de 1 à 6)	
2. Exécution par l'organisme d'exécution et l'organisme de mise en œuvre : Très satisfaisant (TS), Satisfaisant (S), Moyennement satisfaisant (MS), Moyennement, insatisfaisant (MI), Insatisfaisant (I), Très insatisfaisant (TI)		
Qualité globale de la mise en œuvre/l'exécution du projet	(sur une échelle de 1 à 6)	
Exécution par l'agence de réalisation	(sur une échelle de 1 à 6)	
Exécution par l'agent d'exécution	(sur une échelle de 1 à 6)	
3. Résultats : Très satisfaisant (TS), Satisfaisant (S), Moyennement satisfaisant (MS), Moyennement insatisfaisant (MI), Insatisfaisant (I), Très insatisfaisant (TI)		
Qualité globale des résultats des projets	(sur une échelle de 1 à 6)	
Pertinence : pertinent (P) ou pas pertinent (PP)	(sur une échelle de 1 à 2)	
Efficacité	(sur une échelle de 1 à 6)	
Efficiences	(sur une échelle de 1 à 6)	
4. Durabilité : Probable (P) ; Moyennement probable (MP) ; Moyennement improbable (MI) ; Improbable (I)		
Probabilité globale des risques qui pèsent sur la durabilité	(sur une échelle de 1 à 4)	
Ressources financières	(sur une échelle de 1 à 4)	
Socio-économique	(sur une échelle de 1 à 4)	
Cadre institutionnel et gouvernance	(sur une échelle de 1 à 4)	
Environnemental	(sur une échelle de 1 à 4)	

FINANCEMENT / COFINANCEMENTS DU PROJET

L'évaluation portera sur les principaux aspects financiers du projet, notamment la part de cofinancement prévue et réalisée. Les données sur les coûts et le financement du projet seront nécessaires, y compris les dépenses annuelles. Les écarts entre les dépenses prévues et réelles devront être évalués et expliqués. Les résultats des audits financiers récents disponibles doivent être pris en compte. Les évaluateurs bénéficieront de l'intervention du bureau de pays (BP) et de l'équipe de projet dans leur quête de données financières pour compléter le tableau de cofinancement ci-dessous, qui sera inclus dans le rapport d'évaluation finale.

Cofinancement (type/source)	Propre financement PNUD (en millions de dollars américains)		Gouvernement (en millions de dollars américains)		Organismes partenaires (en millions de dollars américains)		Total (en millions de dollars américains)	
	Prévu	Réel	Prévu	Réel	Prévu	Réel	Prévu	Réel
Subventions								
Prêts/Concessions								
Soutien en nature								
Autres								
Totaux								

INTEGRATION

Les projets financés par le FEM et soutenus par le PNUD sont des éléments clés du programme de pays du PNUD, ainsi que des programmes régionaux et mondiaux. L'évaluation portera sur la mesure dans laquelle le projet a été intégré avec succès dans les priorités du PNUD, y compris l'atténuation de la pauvreté, l'amélioration de la gouvernance, la prévention des catastrophes naturelles et le relèvement après celles-ci et la problématique hommes-femmes. En outre, l'évaluation sera incluse dans le plan d'évaluation des bureaux de pays.

IMPACT

Les évaluateurs apprécieront dans quelle mesure le projet atteint des impacts ou progresse vers la réalisation de ceux-ci. Les principales conclusions qui doivent être mises en évidence dans les évaluations comprennent la question de savoir si le projet a connu : a) des améliorations vérifiables au niveau de l'état écologique ; b) des réductions vérifiables au niveau de la tension sur les systèmes écologiques ; ou c) des progrès qui démontrent que le projet est en bonne voie vers la réalisation de ces impacts.

CONCLUSIONS, RECOMMANDATIONS & LEÇONS APPRISSES

Le rapport d'évaluation doit inclure un chapitre proposant un ensemble de conclusions, de recommandations et d'enseignements.

MODALITES DE MISE EN OEUVRE

La responsabilité principale de la gestion de cette évaluation revient au bureau de pays du PNUD **au Niger**. Le bureau de pays du PNUD contactera les évaluateurs en vue de garantir le versement en temps opportun des indemnités journalières à l'équipe d'évaluation et de finaliser les modalités de voyage de celle-ci dans le pays. L'équipe de projet sera chargée d'assurer la liaison avec l'équipe d'évaluateurs afin d'organiser des entretiens avec les parties prenantes et des visites sur le terrain, ainsi que la coordination avec le gouvernement, etc.

CALENDRIER DE LA MISSION D'EVALUATION

Le mois de mai **2016** sera consacré à l'évaluation finale du projet. L'évaluation durera au total **23 jours** pendant 12 semaines selon le plan suivant :

Activité	Nombre de jours	Date d'achèvement
Préparation de la mission	<i>3 jours</i>	<i>14 au 16/05/2016</i>
Mission d'évaluation	<i>13 jours</i>	<i>2 au 16/06/2016</i>
Projet de rapport d'évaluation	<i>5 jours</i>	<i>19/06/2016 au 06/07/2016</i>
Rapport final	<i>2 jours</i>	<i>20/07/2016 et 04/08/2016</i>

ANNEX A. PRODUITS DE L'EVALUATION

Il est attendu de l'équipe d'évaluation les résultats suivants:

Produits livrables	Contenu	Durée	Responsabilités
Rapport initial	L'évaluateur apporte des précisions sur le calendrier et la méthode	Au plus tard deux semaines avant la mission d'évaluation: 16 septembre 2015	L'évaluateur envoie au bureau du PNUD- Niger
Présentation	Conclusions initiales	Fin de la mission d'évaluation : 16 octobre 2015	À l'Unité de Gestion du Projet et Bureau PNUD-Niger
Projet de rapport final	Rapport complet (selon le modèle joint) avec les annexes	Dans un délai de trois semaines suivant la mission d'évaluation : 06 novembre 2015	Envoyé au bureau du PNUD- Niger, examiné par le CTR, le service de coordination du programme et les PFO du FEM
Rapport final	Rapport révisé	Dans un délai d'une semaine suivant la réception des commentaires du PNUD sur le projet: 04 décembre 2015	Envoyé au BP aux fins de téléchargement sur le site du CGELE du PNUD.

* Lors de la présentation du rapport final d'évaluation, l'évaluateur est également tenu de fournir une « piste d'audit », expliquant en détail la façon dont les commentaires reçus ont (et n'ont pas) été traités dans ledit rapport.

COMPOSITION DE L'EQUIPE D'EVALUATION

L'équipe d'évaluation sera composée d'un **consultant international** et d'un **consultant national**. Les consultants doivent disposer d'une expérience antérieure dans l'évaluation de projets similaires. Une expérience des projets financés par le FEM est un avantage. Les évaluateurs sélectionnés ne doivent pas avoir participé à la préparation ou à la mise en œuvre du projet et ne doivent pas avoir de conflit d'intérêts avec les activités liées au projet. Les membres de l'équipe doivent posséder les qualifications suivantes :

- Un minimum de 10 ans d'expérience professionnelle pertinente dans le domaine de la Gestion des Aires Protégées; (notée sur 30 points)
- Une connaissance approfondie et/ou expérience avec des procédures du PNUD et du FEM ; (notée sur 20 points)
- Une expérience d'au moins 5 ans en méthodologies de suivi et d'évaluation axées sur les résultats ; (notée sur 20 points)
- Expérience d'au moins 5 ans dans l'évaluation/la révision des projets dans le système des Nations Unies. (notée sur 30 points)

En cas de sélection d'évaluateurs individuels (plutôt que des équipes complètes de terrain proposées par un cabinet d'études), **le consultant international sera le Chef d'équipe**. Ce dernier aura la totale responsabilité de livraison des produits de l'évaluation.

CODE DE DEONTOLOGIE DE L'EVALUATEUR

Les consultants en évaluation sont tenus de respecter les normes éthiques les plus élevées et doivent signer un code de conduite (**Annexe E**) à l'acceptation de la mission. Les évaluations du PNUD sont réalisées en conformité avec les principes énoncés dans les « [Directives éthiques pour l'évaluation](#) » du GENU (UNEG).

Appendix 2. Logical Framework

Objective/ Outcome	Indicator	Baseline	End of project target	Source of information	Risks and assumptions
Objective – To expand Niger's managed protected area (PA) system within the Saharan biome by demonstrating effective approaches to PA management and establishing faunal migration corridors	1. Coverage of Saharan ecosystems in the National Protected Area System of Niger	PA: 7,811,370 ha Corridor: 0 communities		Mid-Term and Final Evaluations Official gazette for the legal creation of Termit PA Implementation Reports (PIRs)	<u>Risks:</u> Political unrest in the extreme Northern Niger or in the project area itself may undermine project security Political and institutional support for the establishment and management of the Northern Niger's PA system is insufficient <u>Assumption:</u> Sustainable natural resource management and local governance will continue to be national priorities for Niger.
	2. Estimated populations of Addax in Niger's Saharan biome are maintained stable	- 200	- 200	Project ecological monitoring system	
Outcome 1 – Niger's formally expanded PA estate comprising 29.4 million ha (of which ~ 8.28 million ha are a new PA and ~ 12.69 million hectare a faunal corridor) enjoys enhanced institutional support, enabling legal, and policy frameworks and improved financial management	3. Improved competence levels and standards of the institution responsible for PA, measured by increased scores of the Capacity Development Scorecard: Policy formulation: Systemic Institutional Implementation Systemic Institutional Individual Engagement + consensus Systemic Institutional Individual Info and knowledge Systemic Institutional Individual Monitoring Systemic Institutional Individual	See PRODOC Annex 4 for a complete baseline reference (baseline date is 2nd half of 2009). Policy Formulation 3/out of 6 1/out of 3 Implementation 4/out of 9 10/out of 27 5/out of 12 Eng. and consensus 3/out of 6 2/out of 6 2/out of 3 Info and knowledge 1/out of 3 1/out of 3 2/out of 3 Monitoring 3/out of 6 2/out of 6 1/out of 3 Total: 49/out of 96	Scores, expressed in absolute terms, increase by at least 20% Policy Formulation 3/out of 6 2/out of 3 Implementation 5/out of 9 11/out of 27 6/out of 12 Eng. and consensus 4/out of 6 3/out of 6 2/out of 3 Info and knowledge 2/out of 3 2/out of 3 2/out of 3 Monitoring 3/out of 6 3/out of 6 2/out of 3 Total: 59/out of 96	Application of UNDP's Capacity Development Scorecard during project development, mid-term and final evaluations	<u>Risks:</u> Levels of central funding to sustain the consolidation of the PA System may not be sufficient to sustain its long-term functioning <u>Assumption:</u> Institutional leadership and responsibility for PA comanagement and local governance of natural resources is clearly and legally defined and endowed with sufficient financial means. Increased awareness, capacities and incentives from new value chains will lead to a change in behaviour with respect to natural resource management and biodiversity conservation.
	4. Improved financial sustainability of PA management agency, measured by increased scores of the Financial Sustainability	Comp 1: 39% - 32 out of 82	Scores, expressed in absolute terms, increase by at least 20% 42,3% - 38 out of 82	Application of UNDP's Financial Sustainability Scorecard (as part of the METT) during project development, mid-term and	

Objective/ Outcome	Indicator	Baseline	End of project target	Source of information	Risks and assumptions
	Scorecard: Scorecard Component 1 - Legal and regulatory framework Scorecard Component 2 - Business planning Scorecard Component 1 - Tools for revenue generation	Comp 2: 1% - 1 out of 67 Comp 3: 4% - 2 out of 57 Total 17% - 35 out of 206	8,2% - 1 out of 67 7% - 2 out of 57 Total 20% - 42 out of 206	final evaluations	
	5. Number of signed co-management agreements and local conventions	1 PA (Termit with Projet Antilopes Sahélo-Sahariennes)	2 PAs and 20% of communities within the corridor	Project monitoring system and site reports Mid-term and final evaluation	
Outcome 2 – Improved PA management effectiveness in 8.356 million hectares of new (RNN Termit 8.28 million ha) and existing (Gadabedji faunal reserve 76,000 ha) PAs	6. Improved PA management effectiveness at two pilot sites (Termit, Gadabedji) for general management and business planning, as measured by increases in the METT scores	Gadabedji: 32 % Termit: 54 %	Scores, expressed in absolute terms, increase by at least 10% in Termit and 30% in Gadabedji Gadabedji: 41 %, Termit: 59%	Application of the METT through during project development, mid-term and final evaluations	<u>Risks:</u> Local communities have little incentive to change ancestral practices (open access grazing, fires, hunting) that threat BD Human pressure and land tenure conflict may ham per the onsolidation and expansion of PA <u>Assumption:</u> PA management can successfully apply a participatory comanagement approach. Communities have an incentive to and are engaged in natural resource and conservation management
	7. Flora regeneration and stable/increasing population of selected faunal taxa (Addax in RNN Termit Tin Toumma and reintroduced species in Gadabedji and surrounding communities) show mitigation of direct threats to biodiversity	RNN Termit Tin Toumma: ~ 200 Addax Gadabedji: flora: 14 herbal species in regression or extinct, detailed baseline t.b.d. upon project inception Dorcas gazelle: ~30 -60	RNN Termit Tin Toumma: ~ 200 Addax Gadabedji: flora: 14 herbal species in regression or extinct, detailed baseline t.b.d. upon project inception Dorcas gazelle: ~30 -60	Field surveys carried out in connection with the project's ecological monitoring system	
	8. Income generation from new value chains for local communities (pilot community hunting zones, ecotourism, local job creation etc.)	0	To be identified during management and business plan elaboration for each zone	Project M&E system (regular reports) and reports of involved communities/communes	
	9. Number of communes in which community members benefit from sport hunting revenue in designated community hunting zones in the Gran Corridor [NOTE ON LOGFRAME CHANGE 2014] Indicator amended.	0	2	Project M&E system (regular reports) and reports of involved communities/communes	
	10. Number of reported and	Number of reports on	10a) no more than 4 10b) no	Project M&E system (regular	

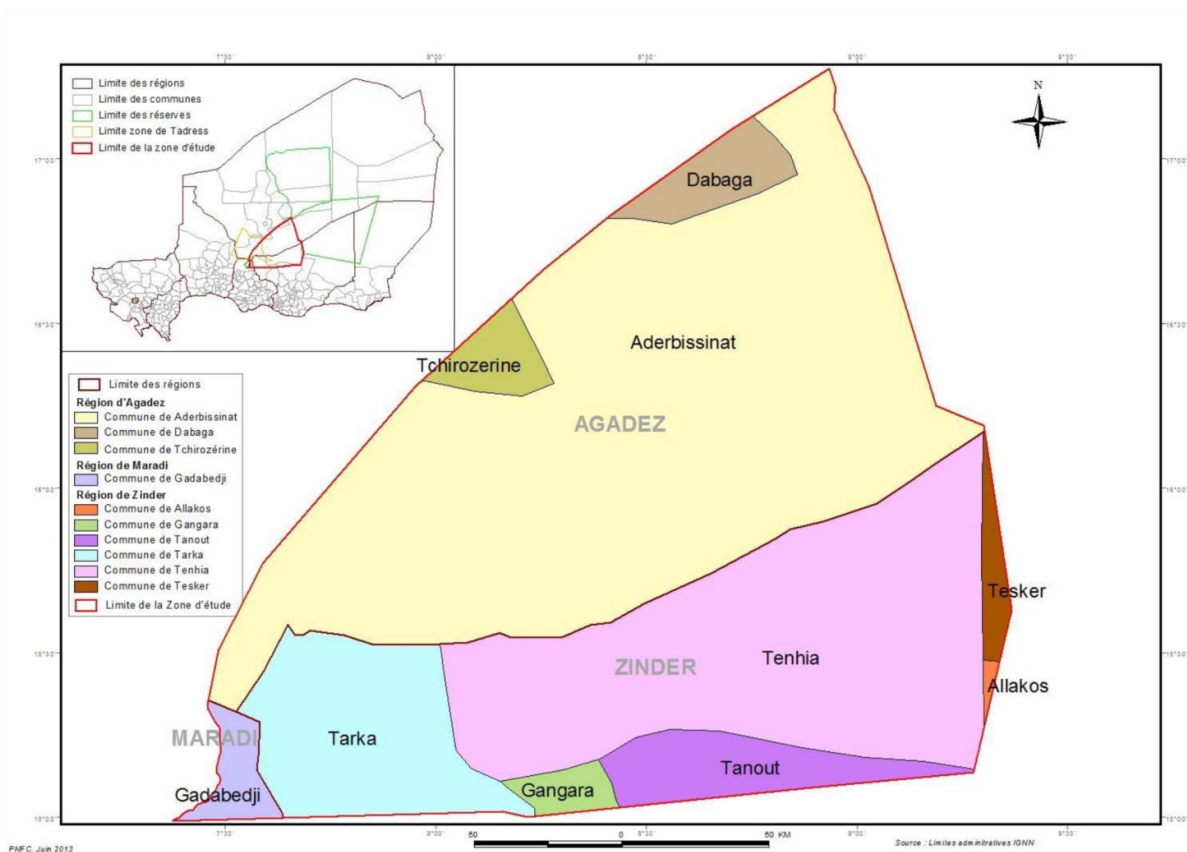
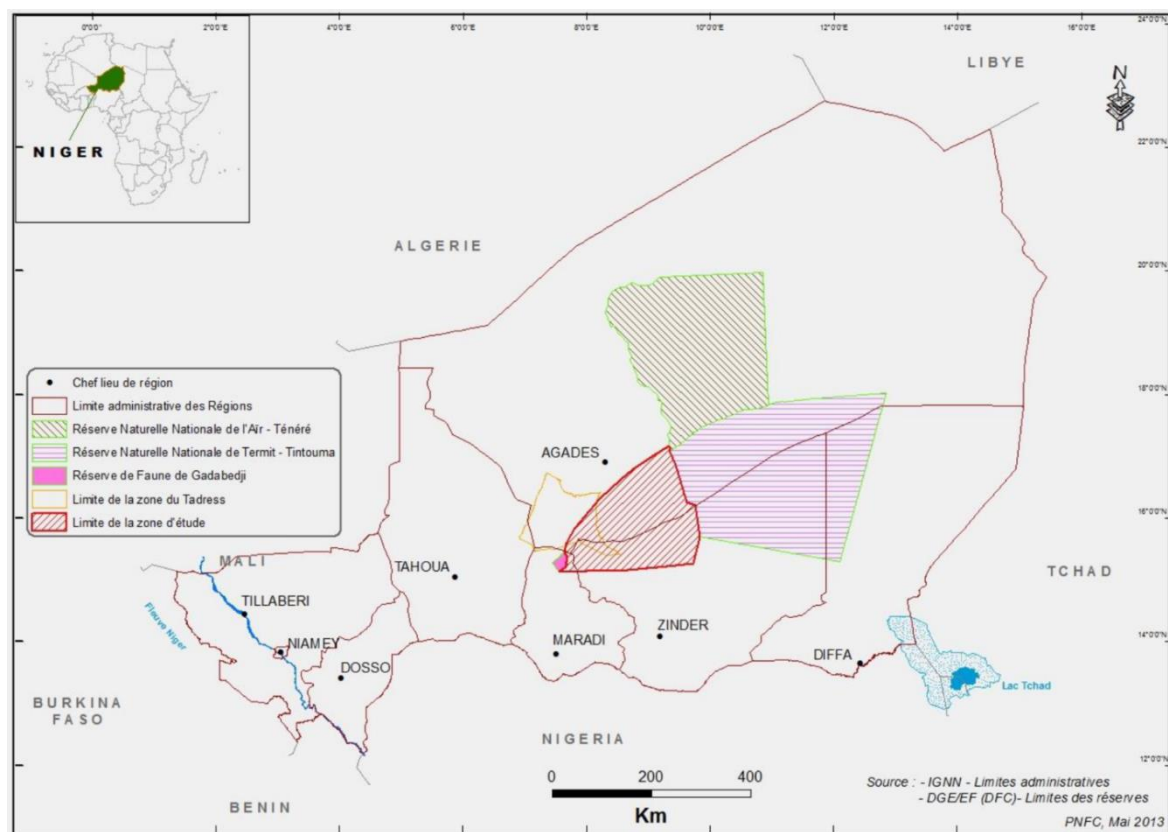
Objective/ Outcome	Indicator	Baseline	End of project target	Source of information	Risks and assumptions
	sanctioned violations of locally agreed natural resource use regulations in PA	"sanctions and violation of natural resources over the course of 1 year (2013 is the baseline): 10a) RNNTT (Réserve Naturelle Nationale de Termit Tin Touma): 8 10b) Gadabédji Fauna Reserve: 5	more than 3	reports PA sites) and reports department service of environment	
Outcome 3 – Strategically important natural habitats (key relevance for faunal migration and transhumance) within the Northern Niger Faunal Corridor of ~ 12.69 million hectares of Saharan landscape enjoy conservation through participatory sustainable land use systems and begin to re-establish conditions needed for future connectivity between the reserves of Gadabedji, Termit and Aïr-Ténéré	11. Population of Addax (and other keystone species) is stable within Northern Niger Faunal Corridor and PA encompassed	Addax: ~200 Other keystone species and baselines t.b.d. upon project inception	Addax: ~300 Target values for other keystone species t.b.d. upon project inception	Field surveys carried out in connection with the project's ecological monitoring system	Risks: Climate Change impacts on PA will likely exacerbate the severity of droughts, lead to greater land degradation and more difficult conditions for wildlife and herders. Assumption: There is wide support at the central and local levels for the establishment sustainable natural resource use regimes Increased awareness, capacities and incentives from new value chains will lead to a change in behavior with respect to natural resource management and biodiversity conservation. It is possible to extrapolate best practices and lessons learned from the project area to other PA and community managed/comanaged areas.
	12. Critical habitats and key natural resources (grazing lands, water) for wild herbivores and transhumant livestock are stabilized/improved (verified through remote sensing and complemented by ground-truthing)	Zones identified in 2013/4: Gadafawa-Taguedoufat (613189.4131 ha) Zone centrale (419977.0564 ha) Zone des dillias (279182.5861ha) Zone des vallées (160779.8475 ha)	At least 30% of identified critical habitats are stabilized/improved [NOTE ON LOGFRAME REVISION 2014] For the 2013 PIR the target for this indicator was 30%.	Field surveys carried out in connection with the project's ecological monitoring system	
	13. Number of PDC, PDGDRN, Schéma d'aménagement foncier which integrates biodiversity conservation needs	0	At least 20% of communes within the corridor	Project M&E system (regular reports) and reports of involved communities/communes	
	[***NOTE on LOGFRAME REVISION: indicator dropped, as it simply repeats indicator #8 and is hence redundant. ***] 14. Local income generation from sustainable biodiversity use (pilot community hunting zones)	[***NOTE on LOGFRAME REVISION: indicator dropped.] 0 [no longer applicable]	To be identified during management plan elaboration for each zone	Project M&E system (regular reports) and reports of involved communities/communes	
	[***NOTE on LOGFRAME REVISION: indicator dropped, as it simply repeats indicator #9 and is hence redundant.	[***NOTE on LOGFRAME REVISION: indicator dropped.] 0 [no longer applicable]	[***NOTE on LOGFRAME REVISION: indicator dropped.] 2 [no longer applicable]	Project M&E system (regular reports) and reports of involved communities/communes	

Objective/ Outcome	Indicator	Baseline	End of project target	Source of information	Risks and assumptions
	***] 15. Number of Corridor communes in which community managers receive sport hunting revenue from community hunting areas.				
	[***NOTE on LOGFRAME REVISION: indicator dropped, as it is very similar to indicator #13 and is hence redundant. ***] 16. Number of commune/community level resource management structures with approved sets of rules governing resource access and use.	[***NOTE on LOGFRAME REVISION: indicator dropped.] 0 [no longer applicable]	[***NOTE on LOGFRAME REVISION: indicator dropped.] 6 [no longer applicable]	Project M&E system (regular reports Corridor site) and reports department service of environment, communes	

Appendix 3. Mission's time schedule

Date	Jour	Lieu (nuit)	Activity
27-Aug	sam		Amsterdam - Paris
28-Aug	dim		Paris - Niamey
29-Aug	lun	Niamey	Inception meeting, (PNUD,DGEF,CNEDD,.....)
30-Aug	mar	Niamey	Stakeholder meetings
31-Aug	mer	Maradi	Travel Niamey-Maradi
01-Sep	jeu	Gadabédji	Travel Maradi Gadabédji, entretiens à Gadabedji
02-Sep	ven	Gadabédji	Field visits, meetings with authorities nd populations
03-Sep	sam	Zinder	Travel Gadabédji-Zinder
04-Sep	dim	Tesker	Travel Zinder-Tesker
05-Sep	lun	Tesker	Working meetings (Maire, Préfet, Conservateur) and inspection of infrastructures
06-Sep	mar	Zinder	Meeing partners at Zinder (DRE/PCBR/DDE-Tanout)
07-Sep	mer	Niamey	Travel Zinder-Niamey
08-Sep	jeu	Niamey	Stakeholder meetings, SG
09-Sep	ven	Niamey	Stakeholder meetings, meeting SCF
10-Sep	sam		Preparation restitution, vocal point GEF
11-Sep	dim		Restitution, project, UNDP
12-Sep	lun	Niamey	Travel Niamey-Amsterdam
15-25 Sep		Netherlands	Preparation draft report
25/9 - 7/10		Netherlands	Circulation draft report
7-10 October			Finalisation report

Appendix 4. Maps of the project area



Appendix 5. List of persons interviewed

Name	Job Title	Organization	Location
Ali Abagana	Chef projet	PNCF	Niamey
Mourtala Sani	adjoint chargé Environnement	UNDP	Niamey
Ada Issa	Chargé Suivi-Evaluation	Projet Corridor	Niamey
Hamissou HALILOU MALAM GARBA	Chef Division Aires Protégées	Direction de la Faune, de la Chasse et des Aires Protégées NIGER	Niamey
Cheikh Mohamed Diawara	Adjoint chargé Environnement	UNDP	Niamey
Mahamane Lawali Elhadj Mahamane	Chargé Environnement	UNDP	Niamey
Ado Soulé	Responsable Administration Financière	Projet Corridor	Niamey
Boukar Attari	Charge GEF Division Diversité Biologique	Scretariat Exécutif du CNEDD	Niamey
Abdou Malam Issa	DG Eaux & Forêts	Ministère de l'Environnement, de la Salubrité Urbaine et du Développement Durable	Niamey
Diamoitou Guessibo Boukari	Sécretaire Générale	Ministère d'Elévation	Niamey
Karidio Zataou	Directeur Général	Ministère de Tourisme et de l'Artisanat	Niamey
Seydou Yayé	DG/Point focal GEF	Min. du Plan	Niamey
Assoumane Oumarou	Développement rural, sécurité alimentaire et décentralisation	Délégation de l'Union Européenne	Niamey
Dan Fatchima Mahaman Sanoussi	Conservateur RTF Gadabedji	Direction des Eaux et Forêts	Gadabedji
Hamza Barmo	Directeur Départemental Environnement	Min E DD	Tanout
Zakari Oumarou	Gouverneur		Maradi
Hassane Baka	Administrateur	Association pour la Redynmisation de l'Elevage au Niger (AREN)	Maradi
Abdoulaye Harouna	Coordonnateur	Partenariat pour la Conservation de la Biodiversité (PCBN)	Zinder
Lawali Kombo	Chef Départemental Elevage	Min. Elevage	Tesker
Idi Kato	Maire		Tesker
Moussa Amadou	Instituteur		Tesker
Saley Sadou	Sécretaire Général	Préfecture	Tesker
Isa Sakola	Prefet	Préfecture	Tesker
Nawouène Kinni	Chef Traditionnel de Groupement Kelferouan		Gadabedji
Naouwenne Mahomane	Maire	Commune	Gadabedji
Agafarou Amadou		AREN	Zinder
Jean-Michel SIONNEAU	Consultant formulation PIR 11 FED		France
Fodé Camara	Elevage	Banque Mondilale	Niamey
Bila Maina	Sécretaire Général	Min. nvironeent et Développement Durable	Niamey
Ibrahim Goumy	Responsable financier	PNUD	Niamey
Souley Kouato Larwanou		Sahara Conservation Foundation	Niamey
Bello Ibrahim Nakata	Conservateur RNN Termit Tim Toumma		Zinder

Name	Job Title	Organization	Location
Mamane Badamassi Almadjir	Directeur Régional	Min. Environnement et Développement Durable	Zinder
Thomas Rabeil	Responsable Niger	Sahara Conservation Foundation	France
John Newby	Director	Sahara Conservation Foundation	France
Dominique Roby	Chargé projet Corridor	UNDP (Regional Office)	Canada
Maman Toukour Gondah Koure	Expert Mobilisation Sociale	PNCF	Gadabedji
Aboubacar Mahadi	Responsable Protection	PNCF	Gadabedji
Saley Mahamane Mourtala	Suivi Ecologique	PNCF	Gadabedji
Aboubacar Ewel Alhousseini	Ecogarde	PNCF	Gadabedji
Djakou Kinni	Ecogarde	PNCF	Gadabedji
Agali Alkou	Ecogarde	PNCF	Gadabedji
Mamadou Elh Fougou	Chauffeur	PNCF	Tesker
Halidou Adamou	Responsable Protection	PNCF	Tesker
Farouk Amadou	Expert Mobilisation Sociale	PNCF	Tesker
Laminou Mahaman Dogo	Forestier	RNNTTT	Tesker
Moustafa Chaiboillia	Forestier	RNNTTT	Tesker

Appendix 6. List of participants of the final evaluation debriefing on 11 September 2015 at the DFAP

Name	Position	Organization
ISSA Ada	Expert S/E	PNFC
Mourtala SANI	Assistant Manager Programme Energy and Environment	PNUD
Bila Maïna	Secrétaire Générale, Min. Environment and Sustainable Development	
Souley Kouato Larwanou		Sahara Conservation Society
Hamissou Halilou M. Garba	Head Protected Areas Division	Direction of Wildlife, Hunting and Protected Areas
Ado Soulé	Responsable Administratif et Financier (RAF)	PNFC
Ali Abbangana	Project Coordinator	PNFC
Mahamane Lawali	Manager Programme Energy and Environment	PNUD
Ibrahim Oussuni Goumy	Financial Officer	PNUD
Floris Deodatus	Protected area expert, evaluator	NEDWORC Foundation

Appendix 7. List of documents reviewed

Project cycle management documents

- Project Document
- Annual Work Plans for the period 2012 to 2016
- Progress Reports from 2012- 2016
- Annual Reports 2012-2015
- PIR of 2013, 2014, 2015, and draft 2016
- Audit reports 2012, 2013, 2014, 2015
- Inception report
- Steering Committee meeting minutes 2013, 2014, 2015
- SCF progress reports 2012, 2013
- SCF Annual Reports 2013, 2014
- SCF Mission Reports RNNTTT 2014, 2015
- SCF Mission Report Tadress 2015
- SCF Mission Report Gadafawa 2014
- SCF Mission Report Gadabedji 2014

Consultancy reports

2012. Etat des lieux des infrastructures des aires protégées centrales (Gadabedji et Termit-Tin Toumma)
2012. Etude sur l'Elaboration d'un programme d'Education et de Communication Environnementale [ECE] adapté à la zone d'intervention du projet
2012. Plan de conservation stratégique du Biome Saharien
2012. Elaboration d'un programme de structuration et d'autonomisation des communautés/groupes d'utilisateurs dans le corridor de faune pour leur permettre de gérer/cogérer les terres et les ressources naturelles. Elhadji Maman Saadou, Mainassara Assoumane
2013. Etude en vue de la mise en place d'un mécanisme de cogestion dans les Réserves de Gadabedji et de Termit Tin Toumma. Issa Mariama, Kaigama Kiari Noudjia, Ibrahim Habou
2013. Etude sur la définition et la cartographie du trace du corridor, identification des habitats naturels stratégiquement importants et des actions prioritaires
2013. Plan d'Aménagement, de Gestion et de Conservation (PAGC) de la Réserve Totale de Faune de Gadabédji (RTFG) 2014 - 2018
2014. Plan d'Aménagement, de Gestion et de Conservation de la Réserve Naturelle Nationale de Termit et TinToumma
2014. Plan de Développement Communal de N'Gourti, 2012 – 2016 - Version Reverdie
2014. Plan de Développement Communal de Tenhiya, 2014 – 2018, version reverdie
2014. Plan de Développement communal de Tesker, 2011 – 2014 Version Reverdie

2014. Projets de textes portant régime de la chasse, de la protection de la faune et de la gestion et conservation des aires protégées en République du Niger. Hamissou Halilou Malam Garba, Kaigama Kiari Noudjia

Other documents

Magrin G., Vliet G.v., 2014. La Réserve du Termit Tin-Toumma et l'exploitation pétrolière au Niger : état des lieux et pistes d'action. CIRAD/NOE

Meynier A., 2009. Réserve Naturelle et exploitation pétrolière dans la zone du Massif de Termit et du Désert du Tin Toumma (Niger) : perceptions et représentations des nouveaux enjeux. Approche par acteurs et par campements. Université Denis Diderot, Paris.

NOE, 2012. Partenariat pour la gestion durable de la biodiversité sahélo-saharienne de la Réserve Naturelle Nationale de Termit et Tin-Toumma au Niger

NOE, 2012. Projet d'appui à la gestion durable d'aires protégées sahélosahariennes – Niger & Tchad Grant Proposal, EU

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Appendix 8. Evaluation questions framework

Critères de performance	Questions d'évaluation directives	Approche
1. Relevance	<i>Comment est le projet lié aux priorités du GEF (focal areas) et priorités environnementales et développementales aux niveaux local, régional et national ?</i> a. A quelle mesure contribueront les objectifs aux priorités du PNUD ? b. A quelle mesure contribueront les objectifs aux stratégies focales du GEF ? c. Sont les activités et résultats du projet cohérentes avec le cadre stratégique du projet ?	Étude de documentation, entretiens
2. Efficacité	<i>A quelle mesure les objectifs et les résultats escompté ont-ils accompli ?</i> a. A quelle mesure et avec quelle certitude les objectifs du projet ont-ils accompli ? b. Quels sont les facteurs principaux influençant l'accomplissement ou non-accomplissement des résultats escomptés ? c. Est-ce que les résultats ont-ils accompli sans délai ? Quels facteurs ont causé des délais éventuels ?	Étude de documentation, entretiens
3. Efficience	<i>Est-ce que le projet a été mise en œuvre de façon efficiente et en cohérence avec des normes et standards du GEF et PNUD ?</i> a. A quel mesure le projet a été géré efficient par l'unité de gestion ? b. Est-ce que les contributions et collaboration des partenaires étaient efficace dans le cadre de l'accomplissement des objectifs ? c. Est-ce que le projet a été mise en œuvre en partenariat avec les services étatiques et non-gouvernementales ? d. Est-ce que la mode de la mise en œuvre du projet était plus efficient que des approches alternatives ?	Étude de documentation, entretiens
4. Impact	<i>Est-ce qu'il a des indications que le projet a contribué à la conservation de la biodiversité en tenant compte du contexte socio-économique</i> a. Comment est-ce que les indicateurs d'impact ont évalué au cours du projet ? b. Lesquelles sont les contributions au niveau de la biodiversités (espèces cibles et autres) ? c. Lesquelles sont les changements au niveau du contexte socio-économique	Étude de documentation, entretiens, analyse des statistique existantes

Critères de performance	Questions d'évaluation directives	Approche
5. Durabilité	<i>Lequel est le niveau des risques financières, institutionnelles, socio-économiques et environnementales vis-à-vis du maintien des réalisations du projet à long terme ?</i> a. Laquelle est la probabilité qu'on peut soutenir les bénéfices écologiques et socio-économiques réalisés par le projet (capacités réalisées, environnement politique réalisé, appui socio-culturel, technologie approprié, conservation environnementale) ? b. Est-ce qu'il a environnement favorable pour la réplication des réalisations du projet ? c. Quels facteurs influencent l'accomplissement ou non-accomplissement de la durabilité des réalisations du projet ?	Étude de documentation, entretiens

Appendix 9. Rating scales

<i>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</i>	<i>Sustainability ratings:</i>	<i>Relevance ratings</i>
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1.. Not relevant (NR) <i>Impact Ratings:</i> 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
<i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)		

Appendix 10. List of staff engaged under renewable contracts

Nom et Prenom	Fonction	debut contrat	Fin de contrat	Lieu d'affectation	Observations
Abdou Malam Issa	1er Coordonnateur	02/01/2012	31/03/2015	UGP Niamey	Nommé DGE/F
Ali Abagana Laoual	2eme Coordonnateur	01/04/2015	31/12/2016	UGP Niamey	
Issa Ada	Suivi-Evaluation	02/01/2012	31/12/2016	UGP Niamey	
Ado Soule	RAF	02/01/2012	31/12/2016	UGP Niamey	
Ibrahim Issoufou Sounna Sido	Comptable	01/03/2012	30/09/2012	UGP Niamey	Demissionnaire
Mme Issoufou Aminatou Barmou Batoure	Assistante Administrative	02/01/2012	31/12/2016	UGP Niamey	
Ousseini Harouna	Planton	02/05/2012	31/12/2016	UGP Niamey	
Aboubacar dan salaou	Chauffeur	01/08/2013	31/12/2016	RTFG/Gadabedji	
Ibrahim Abdoukader	Chauffeur	01/08/2013	31/12/2016	UGC, corridors, Tanout	
Mamadou Elh Fougou	Chauffeur	01/08/2013	31/12/2016	RNNTT/Tesker	
Dan fatchima Mahaman Sanoussi	Conservateur RTFG	01/02/2013	31/12/2016	RTFG/Gadabedji	Agent de l'Etat mis à disposition
Maman Toukour Gondah Koure	Expert Mobilisation Sociale	01/02/2013	31/12/2016	RTFG/Gadabedji	Agent de l'Etat mis à disposition
Aboubacar Mahadi	Responsable Protection	01/02/2013	31/12/2016	RTFG/Gadabedji	Agent de l'Etat mis à disposition
Saley Mahamane Mourtala	Suivi Ecologique	01/02/2013	31/12/2016	RTFG/Gadabedji	Agent de l'Etat mis à disposition
Ibrahim Bello Nakata	Conservateur RNNTT	01/02/2013	31/12/2016	RNNTT/Tesker	Agent de l'Etat mis à disposition
Halidou Adamou	Responsable Protection	01/02/2013	31/12/2016	RNNTT/Tesker	Agent de l'Etat mis à disposition
Hamza Barmo	Responsable UGC/Tanout	01/02/2013	31/12/2016	UGC/corridors/Tanout	Agent de l'Etat mis à disposition
Moussa Moumouni	Specialiste Zone de chasse	01/02/2013	31/12/2016	Zone de chasse Aderbissanat	Agent de l'Etat mis à disposition
Aboubacar Ewel Alhousseini	Ecogarde	02/06/2014	31/12/2016	RTFG/Gadabedji	
Djakou Kinni	Ecogarde	02/06/2014	31/12/2016	RTFG/Gadabedji	
Agali Alkou	Ecogarde	02/06/2014	31/12/2016	RTFG/Gadabedji	

Nom et Prenom	Fonction	debut contrat	Fin de contrat	Lieu d'affectation	Observations
Barka Moujaja	Ecogarde	02/06/2014	31/12/2016	RTFG/Gadabedji	
Alassane Balal	Ecogarde	02/06/2014	31/12/2016	Zone de chasse/aderbissanat	
Ibrahim Ahmed	Ecogarde	02/06/2014	31/12/2016	Zone de chasse/aderbissanat	
Ismaghil Ali Moctar	Ecogarde	02/06/2014	31/12/2016	UGC/corridors/Tanout	
Kaleban Imbal	Ecogarde	02/06/2014	31/12/2016	UGC/corridors/Tanout	
Ahamat Mahaman Bakai	Ecogarde	02/06/2014	31/12/2016	RNNTT/Tesker	
Adam Tchagam	Ecogarde	02/06/2014	31/12/2016	RNNTT/Tesker	

Appendix 11. List of short term contracts

Début	Fin	Jours ouvrables	Nom	Tâche	Montant
25/08/2012	23/09/2012	29	Mahmoudou Abba	Etude Education et de Communication Environnementale	2 235 000
03/09/2012	23/09/2012	21	Adamou Mahaman Moustapha	Étude sur l'état de lieux des infrastructures des Aires Protégées	2 035 000
03/09/2012	23/09/2012	21	Ali Abagana Laouel	Etude sur l'état de lieux des infrastructures des Aires Protégées	1 615 000
13/08/2012	10/09/2012	29	Awaiss Aboubacar	Etude sur l'élaboration et la validation du plan de Conservation stratégique du biome saharien du Niger	2 715 000
13/08/2012	10/09/2012	29	Abdoulaye Harouna	Etude sur l'élaboration et la validation du plan de Conservation stratégique du biome saharien du Niger	2,235,000
03/08/2012	01/09/2012	29	Elhadji Maman Saadou	Elaboration d'un programme de structuration et d'autonomisation des communautés/groupes d'utilisateurs dans le corridor de faune pour leur permettre de gérer/cogérer les terres et les ressources naturelles	2 235 000
03/08/2012	01/09/2012	29	Ibrahim Abdou dit Malick	Etats des lieux des outils de planification locale de développement dans la zone du corridor et élaboration/révision de plans de gestion décentralisée et participative des ressources naturelles	2 235 000
03/08/2012	01/09/2012	29	Ibrahim Abou	Etats des lieux des outils de planification locale de développement dans la zone du corridor et élaboration/révision de plans de gestion décentralisée et participative des ressources naturelles	2 235 000
03/08/2012	01/09/2012	29	Mainassara Assouman	Elaboration d'un programme de structuration et d'autonomisation des communautés/groupes d'utilisateurs dans le corridor de faune pour leur permettre de gérer/cogérer les terres et les ressources naturelles	2 235 000
25/08/2012	23/09/2012	29	Mme Abdoulaye Halimatou	Etude Education et de Communication Environnementale	2 235 000
13/08/2012	10/09/2012	29	Nouhou Abdou	Etude sur l'élaboration et la validation du plan de Conservation stratégique du biome saharien du Niger	2 235 000
03/08/2012	23/09/2012	21	Seybou Younoussa	Etude sur l'état de lieux des infrastructures des Aires Protégées	1 615 000
08/12/2013	15/12/2013	8	Nouhou Abdou	Formation des cadres du Projet Niger Fauna Corridors en techniques de collecte de données et a l'initiation en arc view	720,000
08/12/2013	15/12/2013	8	Abdoulaye Altine	Formation des cadres du Projet Niger Fauna Corridors en techniques de collecte de données et a l'initiation en arc view	870,000
11/05/2013	09/06/2013	29	Ahmed Oumarou	La définition et la cartographie du trace du corridor, identification des habitats naturels stratégiquement importants et des actions prioritaires pour leur réhabilitation	2,335,000
11/05/2013	09/06/2013	29	Abdoulaye Altine	La définition et la cartographie du trace du corridor, identification des habitats naturels stratégiquement importants et des actions prioritaires pour leur réhabilitation	1,900,000

Début	Fin	Jours ouvrables	Nom	Tâche	Montant
11/05/2013	09/06/2013	29	Bachir Amadou	La définition et la cartographie du trace du corridor, identification des habitats naturels stratégiquement importants et des actions prioritaires pour leur réhabilitation	1,900,000
08/08/2013	05/09/2013	29	Hamissou H Malam Garba	Elaboration d'un Plan d'Aménagement et de Gestion Communautaire (PAGC) de la Réserve Totale de Faune de Gadabédji (RTF/G)	2,260,000
08/08/2013	05/09/2013	29	Abdou Nouhou	Elaboration d'un Plan d'Aménagement et de Gestion Communautaire (PAGC) de la Réserve Totale de Faune de Gadabédji (RTF/G)	2,260,000
28/11/2013	23/12/2013	25	Houdou Issaka	Formation pratique sur l'utilisation du cyber tracker installés sur les tablettes, l'initiation au parcours des transects et la collecte des données du suivi écologique dans la Reserve Totale de Faune de Gadabedji et le Corridors à Tanout	1,825,000
22/08/2013	31/08/2013	10	Alassane Makadassou	Formation des cadres du Projet Niger Fauna Corridors et de l'état sur les outils GEF bd trackings tools (METT, Financial Score Card) et la matrice PNUD de développement des capacités	750,000
05/09/2013	05/10/2015	30	Ibrahim Abou	Elaboration d'un projet d'Accord de Cogestion entre l'Etat et les communes, concernant la gestion durable des ressources naturelles au niveau des PA de Gadabédji (RTF/G) et de la Réserve Naturelle Nationale de Termit Tin Toumma (RNNTT).	2,050,000
05/09/2013	05/10/2013	30	Kaigama Kiari	Elaboration d'un projet d'Accord de Cogestion entre l'Etat et les communes, concernant la gestion durable des ressources naturelles au niveau des PA de Gadabédji (RTF/G) et de la Réserve Naturelle Nationale de Termit Tin Toumma (RNNTT).	2,350,000
05/09/2013	05/10/2013	30	Mme Issa Mariama Ali	Elaboration d'un projet d'Accord de Cogestion entre l'Etat et les communes, concernant la gestion durable des ressources naturelles au niveau des PA de Gadabédji (RTF/G) et de la Réserve Naturelle Nationale de Termit Tin Toumma (RNNTT).	2,350,000
12/08/2013	10/09/2013	29	Magagi Yacouba	Reverdissement du plan de développement communal de la commune de Gadabedji	2,260,000
08/10/2013	20/10/2013	13	Ibrahim Madougou	Renforcement des capacités des femmes pour la transformation des produits dérivés du miel dans le département de Madarounfa et de Mayahi	870,000
14/11/2013	09/12/2013	25	Alassane Makadassou	La réalisation d'une étude sur la révision de la fiscalité dans le domaine de la faune et de la chasse au Niger	4,789,560
09/09/2013	28/09/2013	20	Abba Mahmoudou	Elaboration des outils d'Education et de Communication Environnementale (ECE) adapté à la zone d'intervention du projet.	6,000,000
10/11/2015	10/01/2015	2mois	Entreprise AHK Maradi	Réalisation d'un dispositif d'abreuvement de la faune sauvage, dans la Reserve de faune de Gadabedji, commune rurale de Gadabedji	34,984,750
23/11/2014	22/01/2015	2 mois	l'Entreprise BTPH EL HODI Tesker	Extension bureau DDE/SU et construction d'un logement pour le conservateur RNNTT	34,090,246
21/09/2014	28/09/2014	7	Hamissou Halilou M Garba	Formation des ECOGARDES sur la Lutte Anti – Braconnage (LAB) dans la Zone d'Intervention du Projet Niger Fauna Corridors (PNFC)	655,000

Début	Fin	Jours ouvrables	Nom	Tâche	Montant
15/08/2014	23/08/2014	8	Ibrahim Madougou	Renforcement des capacités des femmes pour la transformation des produits dérivés du miel dans le département de Gaya commune de Yelou	500,000
21/09/2014	19/10/2014	29	NOUDJIA KAIGAMA KIARI	La réalisation d'une étude sur la révision de la loi 98-07 du 29 avril 1998 fixant le régime de la chasse et de la protection de la faune au Niger	1,885,000
21/09/2014	19/10/2014	29	Mme Issa Mariama Ali O	La réalisation d'une étude sur la révision de la loi 98-07 du 29 avril 1998 fixant le régime de la chasse et de la protection de la faune au Niger	1,885,000
21/09/2014	19/10/2014	30	Magagi Yacouba	Reverdissement des plans de développement communaux des communes de Tenhiya, Tesker et N'Gourti	2,510,000
05/06/2015	05/09/2015	3mois	Mahaman Rabiou Souley	Pour les travaux de réfection d'un mur de soutènement grillage d'un (1) mètre de hauteur et long de 870 ml et construction de douches à deux compartiments au bureau du projet	17,496,662
25/05/2015	25/07/2015	2mois	Entreprise Tesker	Construction d'un mur de clôture du logement du conservateur de 200ml, d'un bloc de trois celibateriums et d'une latrine VIP a doublé postes à Tesker	17,740,535
25/07/2015	25/09/2015	2mois	Entreprise Saddi Kemil(ESK), BP.309 Maradi	Pour les travaux de réhabilitation de huit bâtiments de la base vie du projet a Gadabedji endommagés par une tornade	6,634,200
27/10/2015	25/11/2015	29	Hamissou Halilou M Garba	Elaboration d'un Dossier d'Inscription de la Réserve Totale de Faune de Gadabedji (RTFG) et de la Réserve Naturelle Nationale du Termit et Tin-Toumma (RNNTT) comme Réserve de Biosphère du Programme sur l'Homme et la Biosphère (MAN) de l'UNESCO	2,260,000
27/10/2015	25/11/2015	29	Abdoulaye Altine	Elaboration d'un Dossier d'Inscription de la Réserve Totale de Faune de Gadabedji (RTFG) et de la Réserve Naturelle Nationale du Termit et Tin-Toumma (RNNTT) comme Réserve de Biosphère du Programme sur l'Homme et la Biosphère (MAN) de l'UNESCO	1,825,000
26/03/2015	24/04/2015	29	NOUDJIA KAIGAMA KIARI	Elaboration des documents complémentaires pour la signature de l'accord de cogestion des Réserves de Gadabedji et Termit Tin Touma	1,885,000
26/03/2015	24/04/2015	29	Hamissou Halilou M Garba	Elaboration des documents complémentaires pour la signature de l'accord de cogestion des Réserves de Gadabedji et Termit Tin Touma	1,885,000
01/12/2015	06/12/2015	6	Hamissou Halilou M Garba	Renforcement des capacités des Acteurs pour soutenir la gestion des AP dans la zone d'intervention du Zone d'Intervention du Projet Niger Fauna Corridors (PNFC) et pour la gouvernance locale des ressources naturelles et des mécanismes de cogestion au niveau local.	515,000
07/06/2016	05/07/2016	28	Abdou Nouhou	Traitement des données cartographiques et réalisation de cinq cartes de la zone d'intervention du projet dans le cadre du processus de l'inscription des deux réserves comme réserves de biosphères de l'UNESCO	1,745,000

Appendix 12. Project progress matrix

Objective/Outcome	Description of Indicator	Baseline Level	Target Level at end of project	Level August 2016	Achievement rating
Objective 1: To expand Niger's managed protected area (PA) system within the Saharan biome by demonstrating effective approaches to PA management and establishing faunal migration corridors	1. Coverage of Saharan ecosystems in the National Protected Area System of Niger	(1a) PA: 7,811,370 ha (1b) Corridor: 0 communes	(1a) PA: 16,093,326 ha (1b) Corridor: ~ 20% of communes in the corridor	1. Targets are achieved and surpassed as regard the overall area included in the PA system and for the % of communes involved: 1a) The total area of Saharan ecosystems included in the Niger PA system amounts to 17,711,370 ha with the inclusion of the Reserve naturelle nationale de Termit et de Tin-Toumma (RNNTT). The Government of Niger formally decreed the RNNTT to be a national nature and cultural reserve on 06 March 2012. With 9,700,000 ha, it is the largest single protected area in Africa. 1b) Corridor: Some 50% of the communes in the corridor are engaged in the sustainable management of endangered fauna	On target to be achieved
	2. Estimated populations of Addax in Niger's Saharan biome are maintained stable	~ 200	~ 200	2. An aerial survey of the Addax that was conducted this year indicated that the population of Addax has drastically reduced, and is thus below the set target	Not on target to be achieved
Outcome 1) Niger's formally expanded PA	3. Improved competence levels and standards of the	See PRODOC Annex 4 for a complete baseline	17 000 000 ha Scores, expressed in	3. Target met for most sub-indicators - no progress made	On target to be achieved

Objective/Outcome	Description of Indicator	Baseline Level	Target Level at end of project	Level August 2016	Achievement rating
estate comprising 29.4 million ha (of which ~ 8.28 million ha are a new PA and ~ 12.69 million hectare a faunal corridor) enjoys enhanced institutional support, enabling legal, and policy frameworks and improved financial management	institution responsible for PA, measured by increased scores of the Capacity Development Scorecard: Policy formulation: Systemic Institutional Implementation Systemic Institutional Individual Engagement + consensus Systemic Institutional Individual Info and knowledge Systemic Institutional Individual Monitoring Systemic Institutional Individual	reference (baseline date is 2nd half of 2009). Policy Formulation 3/out of 6 1/out of 3 Implementation 4/out of 9 10/out of 27 5/out of 12 Eng. and consensus 3/out of 6 2/out of 6 2/out of 3 Info and knowledge 1/out of 3 1/out of 3 2/out of 3 Monitoring 3/out of 6 2/out of 6 1/out of 3 Total: 49/out of 96	absolute terms, increase by at least 20% Policy Formulation 3/out of 6 2/out of 3 Implementation 5/out of 9 11/out of 27 6/out of 12 Eng. and consensus 4/out of 6 3/out of 6 2/out of 3 Info and knowledge 2/out of 3 2/out of 3 Monitoring 3/out of 6 2/out of 3 Total: 59/out of 96	since last year, thus last year's scores still apply. Some capacity improvement was measured through CD scores for policy formulation, implementation, engagement and consensus building, information and knowledge management and monitoring, at systemic, institutional and individual levels, just meeting the target of 20% increase. A wide range of required skills for effective planning and management of protected areas are available, adequate and easily accessible. Staff are properly qualified for their jobs and institutions involved in the management of the Protected Area system are efficiently directed	
	4. Improved financial sustainability of PA management agency, measured by increased scores of the Financial Sustainability Scorecard: Scorecard Component 1 - Legal and regulatory framework Scorecard Component 2 - Business	Comp 1: 39% - 32 out of 82 Comp 2: 1% - 1 out of 67 Comp 3: 4% - 2 out of 57 Total 17% - 35 out of 206	Target met for all components and for the total score. Comp 1: 42% Comp 2: 15% Comp 3 7% Total 23% The increase of financial sustainability score is due to :National PA financing strategies, Training and support networks to	4. The scores of the Financial Sustainability Scorecard have not been assessed on time to be reported in this PIR but the evaluation is ongoing and will be taken into account for the TE due this year. Results reported in the previous year had shown a slight	Not assessed yet

Objective/Outcome	Description of Indicator	Baseline Level	Target Level at end of project	Level August 2016	Achievement rating
	planning Scorecard Component 1 - Tools for revenue generation		enable PA managers to operate more cost-effectively, Setting and establishment of user fees across the PA system and Operational concessions within PAs	improvement over the baseline situation for the legal and regulatory framework (39% to 42%) and of tools for revenue generation (4% to 7%) and a significant improvement related to business planning (1% to 15%) for an average of 23% as compared to 17% for the baseline situation	
	5. Number of signed co-management agreements and local conventions	1 PA (Termit with Projet Antilopes Sahélo-Sahariennes)	2 PAs and 20% of communities within the corridor	5. During the reporting period, three co-management agreements have been signed for Tesker, Ngourti and Gadabedji communes (in 3 of the 7 target communes)	On target to be achieved
Outcome 2) Improved PA management effectiveness in 8.356 million hectares of new (RNN Termit 8.28 million ha) and existing (Gadabedji faunal reserve 76,000 ha) PAs	6. Improved PA management effectiveness at two pilot sites (Termit, Gadabedji) for general management and business planning, as measured by increases in the METT scores	Gadabedji: 32 % Termit: 54 %	Target met. Gadabédji: 56% Termit: 68% The increase in the level of score METT is due to the fact that there was some significant efforts in terms of training and capacity building of the project staff particularly those in charge of PA management. Also, the Government has appointed a huge number of Staff on the field to reinforce the protection and rehabilitation of natural resources as well	6. Target is achieved for both PAs as METT score of 58% for Gadabedji exceeds the 30% target increase (which would give a score of 41%) and the score of 69% for Termit exceeds the 10% target increase (which would give a score of 58%). The increased METT score levels are due to the significant training and capacity building efforts of the project staff particularly those in charge of PA management	Achieved

Objective/Outcome	Description of Indicator	Baseline Level	Target Level at end of project	Level August 2016	Achievement rating
			as to boost biodiversity conservation within the Saharan biome.		
	7. Flora regeneration and stable/increasing population of selected faunal taxa (Addax in RNN Termit Tin Toumma and reintroduced species in Gadabedji and surrounding communities) show mitigation of direct threats to biodiversity	RNN Termit Tin Toumma: ~ 200 Addax Gadabedji: flora: 14 herbal species in regression or extinct, detailed baseline t.b.d. upon project inception Dorcas gazelle: ~30 -60	RNN Termit Tin Toumma: ~ 200 Addax Gadabedji: flora: 14 herbal species in regression or extinct, detailed baseline t.b.d. upon project inception Dorcas gazelle: ~30 -60	7. A terrestrial inventory conducted this year allowed the direct observation of three Addax and estimations of a dozen from evidences of Addax presence, which is way below the target of approximately 200 individuals. Also 611 Dorcas gazelles were observed during the inventory, which is far more than the target of approximately 30 to 60 individuals. The project has not conducted an inventory of herbal species and thus cannot report on regression or extinction of specific herbal species	Not on target to be achieved
	8. Income generation from new value chains for local communities (pilot community hunting zones, ecotourism, local job creation etc.)	0	To be identified during management and business plan elaboration for each zone	8. No generation of income has resulted from new value chains for local communities such as pilot community hunting zones or ecotourism during the reporting period	Not on target to be achieved
	9. Number of communes in which community members benefit from sport hunting revenue in designated community hunting zones	0	2	9. Members benefit from sport hunting revenue in designated community hunting zones in the two (2) communes of	Achieved

Objective/Outcome	Description of Indicator	Baseline Level	Target Level at end of project	Level August 2016	Achievement rating
	in the Gran Corridor [NOTE ON LOGFRAME CHANGE ' 2014] Indicator amended. Refer to 2014 reporting. For an explanation. Indicator # 9 was previously formulated as follows: [9. Number of communes in which community managers receive sport hunting revenue from community hunting areas contiguous to Gadabedji.]			Aderbisanat and Tanout, which is the target set for this indicator	
	10. Number of reported and sanctioned violations of locally agreed natural resource use regulations in PA	Number of reports on "sanctions and violation of natural resources over the course of 1 year (2013 is the baseline): 10a) RNNTT (Réserve Naturelle Nationale de Termit Tin Touma): 8 10b) Gadabédji Fauna Reserve: 5 [NOTE ON LOGFRAME REVISION 2014] For the 2013 PIR the baseline and target for this indicator simply said 'TBD'. We have made progress in establishing a meaningful baseline for this indicator, and we can thereby also propose a target.	10a) no more than 4 10b) no more than 3 [NOTE ON LOGFRAME REVISION 2014] For the 2013 PIR the baseline and target for this indicator simply said 'TBD'. We have made progress in establishing a meaningful baseline for this indicator, and we can thereby also propose a target.	10. For Gadabedji PA, 36 cases of violation of locally agreed regulations on natural resource use were reported and sanctioned; and for the Termit Tin Touma PA, 9 cases of violation of locally agreed regulations on natural resource use were reported and sanctioned. Violation cases have increased through the project lifetime for Gadabedji PA and have remained quite similar for Termit Tin Touma PA. The target had been set to a maximum of 4 violation cases in Termit Tin Touma PA, and a maximum of 3 violation cases in Gadabedji PA	This indicator is tricky as more violations may result from better surveillance but also from more crime

Objective/Outcome	Description of Indicator	Baseline Level	Target Level at end of project	Level August 2016	Achievement rating
Outcome 3) Strategically important natural habitats (key relevance for faunal migration and transhumance) within the Northern Niger Faunal Corridor of ~ 12.69 million hectares of Saharan landscape enjoy conservation through participatory sustainable land use systems and begin to re-establish conditions needed for future connectivity between the reserves of Gadabedji, Termit and Aïr-Ténéré	11. Population of Addax (and other keystone species) is stable within Northern Niger Faunal Corridor and PA encompassed	Addax: ~200 Other keystone species and baselines t.b.d. upon project inception	Addax: ~ 300 Target values for other keystone species t.b.d. upon project inception	11. A terrestrial inventory conducted this year allowed the direct observation of three Addax and estimations of a dozen from evidences of Addax presence, which is way below the target of at least 300 individuals. Also 611 Dorcas gazelles were observed during the inventory	Not on target to be achieved
	12. Critical habitats and key natural resources (grazing lands, water) for wild herbivores and transhumant livestock are stabilized/improved (verified through remote sensing and complemented by ground-truthing)	The following zones, containing critical habitats and key natural resources, have been identified in 2013/4. Parts of these zones could be proposed for having land-sue stabilised and the structure and functions of ecosystems improved through either rehabilitation or restoration. Zone	At least 30% of identified critical habitats are stabilized/improved [NOTE ON LOGFRAME REVISION 2014] For the 2013 PIR the target for this indicator was 30%. We consider this a large area for habitat rehabilitation, but not necessarily for land-use stabilisation. We may adjust it in 2015 when the process is more advanced.	12. During the reporting period, an artificial pond has been realized in Gadabedji, a drilled well was set up and equipped with a solar device to feed the pond. Dunes have been fixed for protecting the pond from possible silting. The availability of water has created the conditions for a gradual return of wildlife in the area	Not on target to be achieved, but target appears too ambitious

Objective/Outcome	Description of Indicator	Baseline Level	Target Level at end of project	Level August 2016	Achievement rating
		Gadafawa-Taguedoufat (613189.4131 ha) Zone centrale (419977.0564 ha) Zone des dillias (279182.5861ha) Zone des vallées (160779.8475 ha) [NOTE ON LOGFRAME REVISION 2014] For the 2013 PIR the baseline for this indicator said 'Will be identified during PDC elaboration / revision'. We have made progress in establishing a meaningful baseline for this indicator.	We have made progress in establishing a meaningful target for this indicator, but more work is needed.		
	13. Number of PDC, PDGDRN, Schéma d'aménagement foncier which integrates biodiversity conservation needs	0	At least 20% of communes within the corridor [NOTE ON LOGFRAME 2014] We made a slight correction to the formulation here. It should read 'commune', not 'community'.	13. Results so far are 1 PAGC (Community Management Plan) and 1 PDC (Community Development Plan) for Gadabedji Forest reserve and three PDC (Tesker, N'Gourti and Tenhya) that integrate biodiversity conservation needs	Not on target to be achieved
	[***NOTE on LOGFRAME REVISION: indicator dropped, as it simply repeats indicator #8 and is hence redundant. ***] 14. Local income generation from sustainable biodiversity use (pilot community hunting zones)	[***NOTE on LOGFRAME REVISION: indicator dropped.] 0 [no longer applicable]	To be identified during management plan elaboration for each zone	the absence of hunting activities during the year 2016 leads to the lack of income generated to the benefits of communities in the project areas.	Not on target to be achieved, indicator dropped

Objective/Outcome	Description of Indicator	Baseline Level	Target Level at end of project	Level August 2016	Achievement rating
	***NOTE on LOGFRAME REVISION: indicator dropped, as it simply repeats indicator #9 and is hence redundant. ***] 15. Number of Corridor communes in which community managers receive sport hunting revenue from community hunting areas.	***NOTE on LOGFRAME REVISION: indicator dropped.] 0 [no longer applicable]	***NOTE on LOGFRAME REVISION: indicator dropped.] 2 [no longer applicable]	the absence of hunting activities during the year 2016 leads to the lack of income generated to the benefits of communities in the project areas.	Not on target to be achieved, indicator dropped
	***NOTE on LOGFRAME REVISION: indicator dropped, as it is very similar to indicator #13 and is hence redundant. ***] 16. Number of commune/community level resource management structures with approved sets of rules governing resource access and use.	***NOTE on LOGFRAME REVISION: indicator dropped.] 0 [no longer applicable]	***NOTE on LOGFRAME REVISION: indicator dropped.] 6 [no longer applicable]	4: Gadabédji, Tesker, N'Gourti, Tennhya	Not on target to be achieved Not on target to be achieved, indicator dropped

Appendix 13. Statement of fixed Assets and Equipment as at 31 July 2016

# identification	Purchase date	Description	Project no.	Fund	State	Responsible person	Location	Brand	Cost in FCFA	Cost in US\$	Series no.
BTR-2400.01	21/06/2012	Station wagon ⁶	77436	4000	Neuf	Coord	UGP	Non Repertorié	29,978,836	56,773	904080451
BTR-2400.02	21/06/2012	HI LUX double cabines	77436	4000	Neuf	Resp cor	Tanout	Non Repertorié	16,492,023	31,232	305068465
BTR-2400.03	21/06/2012	HI LUX double cabine	77436	4000	Neuf	Conservateur	Gadabedji	Non Repertorié	16,492,023	31,232	103068397
BT-2001.04	09/05/2012	Ordinateur Fixe HP	77436	62000	Neuf	Comp	UGP	Non Repertorié	600,000	1,212	CZC81603
BT-2001.05	08/05/2012	Imprimante Hp Multifonction	77436	62000	Neuf	A Adm	UGP	Non Repertorié	600,000	1,212	CN1 230Y9
BP-26200.06	04/05/2012	Projecteur 3MS15i	77436	62000	Neuf	Coord	UGP	Non Repertorié	526,000	1,062	EPSON EB S9
BR-900.07	08/05/2012	Photocopieur Canon IR 2318	77436	62000	Neuf	A Adm	UGP	Non Repertorié	2,400,000	4,846	GUR 18070
AO-57500.08	09/05/2012	Bureau coordonateur	77436	62000	Neuf	Coord	UGP	Non Repertorié	770,000	1,555	Quark 220 Noyer 600
BM-30.09	06/05/2012	Split 2CH	77436	62000	Neuf	RAF	UGP	Non repertorie	645,700	1,304	SHARP
BM-30.10	06/05/2012	Split 2CH	77436	62000	Neuf	Coord	UGP	Non repertorie	645,700	1,304	SHARP
BM-30.11	06/05/2012	Split 2CH	77436	62000	Neuf	S & E	UGP	Non repertorie	645,700	1,304	SHARP
BM-30.12	06/05/2012	Split 2CH	77436	62000	Neuf	A Adm	UGP	Non repertorie	645,700	1,304	SHARP
BP-3940.13	14/08/2012	Camera photo	77436	62000	Neuf	Conservateur	Gadabedji	Non repertorie	639,000	1,194	Panasonic lumix FZ48
BP-3940.14	14/08/2012	Camera photo	77436	62000	Neuf	Coord	UGP	Non repertorie	639,000	1,194	Panasonic lumix FZ48
BP-3940.15	27/09/2012	Camera photo Piege	77436	62000	Neuf	Coord	Gadabedji	Non repertorie	550,000	1,079	Riconnyx HC 600
BP-3940.16	27/09/2012	Camera photo Piege	77436	62000	Neuf	Coord	Gadabedji	Non repertorie	550,000	1,079	Riconnyx HC 600
BP-3940.17	24/12/2012	Camera Video	77436	62000	Neuf	RAF	UGP	Non repertorie	1,050,000	2,079	HXR MC1500P SONY
MT-42.18	28/05/2012	Logiciel SARRIH+Acc	77436	62000	Neuf	RAF	UGP	Non Repertorié	1,725,000	3,483	SARRIH
BP-3940.19	02/05/2013	Camera photo	77436	62000	Neuf	UGC	Tanout	Non repertorie	639,000	1,278	Panasonic lumix FZ48
BT-20	15/08/2013	Onduleur 3000VA	77436	62000	Neuf	Sect	UGP	Non repertorie	650,000	1,300	MGE/UPS système
BP-3940.21-23	18/09/2013	Camera photo Piege Bushnell	77436	62000	Neuf	Conservateur	Gadabe	Non repertorie	1,785,000	3,570	Bushnell
BM-30.24	18/10/2013	Split 2CH	77436	62000	Neuf	Comptable	UGP	Non repertorie	580,000	1,160	SHARP
BM-30.25	01/11/2013	Split 2CH	77436	62000	Neuf	Reunion	UGP	Non repertorie	580,000	1,160	SHARP
AO-57500.26	19/12/2013	Table de reunion	77436	62000	Neuf	Reunion	UGP	Non Repertorié	725,000	1,450	BC 903
BR-900.27	30/04/2014	Photocopieur Sharp AI 1566	77436	62000	Neuf	GADAB	Gadab	Non Repertorié	580,000	1,160	GUR 18070
MT-28	22/05/2014	THURAYA-XT	77436	62000	Neuf	UGP	Niamey	Non Repertorié	685,000	1,370	SG 2520
MT-29	22/05/2014	Telemetre Laser Leica 1600-8	77436	62000	Neuf	RFTG	Gadab	Non repertorie	670,200	1,340	Leica 1600-8
MT-30	22/05/2014	Telemetre Laser Leica 1600-8	77436	62000	Neuf	RNNTT	Tesker	Non repertorie	670,200	1,340	Leica 1600-8
BP-3940.31	22/05/2014	Camera photo	77436	62000	Neuf	UGP	Niamey	Non repertorie	639,000	1,194	Panasonic lumix FZ48
BP-26200.32	22/05/2014	Projecteur 3MS15i	77436	62000	Neuf	Coord	UGP	Non Repertorié	526,000	1,062	EPSON EB S9
BP-3940.33	25/10/2014	Camera photo Numerique LCD	77436	62000	Neuf	UGP	Niamey	Non repertorie	1,377,500	2,755	NIKON D 7000
BT-2001.19	09/05/2012	Ordinateur HP Fixe	77436	62000	Neuf	A Adm	UGP	Non Repertorié	490,000	989	Compact W189
BT-2001.20	09/05/2012	Ordinateur portable HP 2000	77436	62000	Neuf	RAF	UGP	Non Repertorié	480,000	969	CZC8163CS
BT-2001.21	09/05/2012	Ordinateur portable HP 2000	77436	62000	Neuf	Coord	UGP	Non Repertorié	480,000	969	4FV33-8M647
BT-2001.22	09/05/2012	Ordinateur portable HP 2000	77436	62000	Neuf	S&E	UGP	Non Repertorié	480,000	969	V62MD-C6K9H
BT-2001.23	09/05/2012	Ordinateur portable HP 2000	77436	62000	Neuf	suivi-Eco	Gadabedji	Non Repertorié	480,000	969	6DJ3F-392LX
BT-2001.24	09/05/2012	Imprimante Hp Laser jet 1102	77436	62000	Neuf	RAF	UGP	Non Repertorié	150,000	303	YNC84747
BT-2001.25	09/05/2012	Imprimante HP Laser jet 1102	77436	62000	Neuf	S&E	UGP	Non Repertorié	150,000	303	YNC4N84746

⁶ This car had a serious accident and could not be repaired

# identification	Purchase date	Description	Project no.	Fund	State	Responsible person	Location	Brand	Cost in FCFA	Cost in US\$	Series no.
BT-2001,26	09/05/2012	Imprimante HP Lasers jet 2055	77436	62000	Neuf	Comp	UGP	Non Repertorié	330,000	666	CNCK754359
BT-2001,27	09/05/2012	Imprimante HP Laser jet 2055	77436	62000	Neuf	A Adm	UGP	Non Repertorié	330,000	666	CNCK700449
BT-2001,28	09/05/2012	Imprimante HP Laser jet couleur CP 1215	77436	62000	Neuf	Coord	UGP	Non Repertorié	400,000	808	CNHX66096
BT-29	09/05/2012	Onduleur	77436	62000	Neuf	RAF	UGP	Non repertorie	150,000	303	Mercury
BT-30	09/05/2012	Onduleur	77436	62000	Neuf	Coord	UGP	Non repertorie	150,000	303	Mercury
BT-31	09/05/2012	Onduleur	77436	62000	Neuf	S&E	UGP	Non repertorie	150,000	303	Mercury
BT-32	09/05/2012	Onduleur	77436	62000	Neuf	Comp	UGP	Non repertorie	150,000	303	Mercury
BT-33	09/05/2012	Onduleur	77436	62000	Neuf	A Adm	UGP	Non repertorie	150,000	303	Mercury
AO-3600,34	08/05/2012	Coffre Fort	77436	62000	Neuf	Comp	UGP	Non repertorie	336,571	680	ModelD 100
BC-1780,34	08/05/2012	Frigidaire	77436	62000	Neuf	RAF	UGP	Non repertorie	167,401	338	HAIER M 254
BC-1780,35	09/05/2012	Frigidaire	77436	62000	Neuf	Coord	UGP	Non repertorie	167,401	338	HAIER M 255
BC-1780,36	08/05/2012	Frigidaire	77436	62000	Neuf	S&E	UGP	Non repertorie	167,401	338	HAIER M118
BC-1780,37	08/05/2012	Frigidaire	77436	62000	Neuf	A Adm	UGP	Non repertorie	167,401	338	HAIER M135
AO-2520,38	09/05/2012	Bureau DIN 160	77436	62000	Neuf	RAF	UGP	Non repertorie	419,900	848	REF 162 N
AO-2360,39	09/05/2012	Bureau DIN 160	77436	62000	Neuf	S&E	UGP	Non repertorie	419,900	848	REF 161N
AO-2360,40	09/05/2012	Bureau Noyer 180	77436	62000	Neuf	A Adm	UGP	Non repertorie	450,000	910	REF 161N
AO-2360,41	09/05/2012	Bureau Noyer 180	77436	62000	Neuf	Comp	UGP	Non repertorie	450,000	910	REF 161N
AO-2000,42	09/05/2012	Fauteuil Kino Pré	77436	62000	Neuf	Coord	UGP	Non repertorie	345,000	697	REF 383 PN
AO-2000,43	09/05/2012	Fauteuil Kino Pre	77436	62000	Neuf	RAF	UGP	Non repertorie	345,000	697	REF 383 PN
AO-2000,44	09/05/2012	Fauteuil Kino Pre	77436	62000	Neuf	S&E	UGP	Non repertorie	345,000	697	REF 383 PN
AO-2000,45	09/05/2012	Fauteuil Kino Pre	77436	62000	Neuf	Comp	UGP	Non repertorie	345,000	697	REF 383 PN
AO,2000,46	09/05/2012	Fauteuil Corsa Secret	77436	62000	Neuf	A Adm	UGP	Non repertorie	189,700	383	REF 383 PN
AO,2000,47	09/05/2012	Fauteuil Corsa Direc	77436	62000	Neuf	Coord	UGP	Non repertorie	105,000	212	REF 383 PN
AO,2000,48	09/05/2012	Fauteuil Corsa Direc	77436	62000	Neuf	Coord	UGP	Non repertorie	105,000	212	REF 383 PN
AO,2000,49	09/05/2012	Fauteuil Corsa Direc	77436	62000	Neuf	Coord	UGP	Non repertorie	105,000	212	REF 383 PN
AO,2000,50	09/05/2012	Chaises Visiteurs	77436	62000	Neuf	RAF/SE/Comp/A	UGP	Non repertorie	408,000	824	Ref 383
AS-1900,51	08/05/2012	Coupe papier	77436	62000	Neuf	A Adm	UGP	Non repertorie	85,000	172	B4257x364mm
BR-5000,52	08/05/2012	Machine Reluire	77436	62000	Neuf	A Adm	UGP	Non repertorie	185,000	374	2088H
BP-29700,53	08/05/2012	Ecran Projecteur	77436	62000	Neuf	RAF	UGP	Non repertorie	285,000	575	ACCO Brands
BT-7200,54	16/05/2012	Autocommutateur Sta	77436	62000	Neuf	A Adm	UGP	Non repertorie	250,000	504	Panasonic T7730
MT-55	16/05/2012	Router Internet	77436	62000	Panne	A Adm	UGP	Non repertorie	85,000	172	D-LINK TD W 8910
BP-29700,56	06/06/2012	Vidéo-Projecteur Mini	77436	62000	Neuf	Coord	UGP	Non repertorie	420,000	795	GPP 1000
MT-58	05/06/2012	Régulateur Tension	77436	62000	Panne	RAF	UGP	Non repertorie	97,500	185	SVR-5000
MT-59	05/06/2012	Régulateur Tension	77436	62000	Panne	Coord	UGP	Non repertorie	97,500	185	SVR-5000
MT-60	05/06/2012	Régulateur Tension	77436	62000	Panne	S&E	UGP	Non repertorie	97,500	185	SVR-5000
MT-61	05/06/2012	Régulateur Tension	77436	62000	Neuf	A Adm	UGP	Non repertorie	97,500	185	SVR-5000
MT-62	05/06/2012	Aspirateur Electrique	77436	62000	Neuf	A Adm	UGP	Non repertorie	185,000	350	Nikai
AO-2550,63	18/06/2012	Salon local	77436	62000	Neuf	A Adm	UGP	Non Repertorié	252,000	477	2 divans + 2 fauteuils
BP-3940,64	14/08/2012	Appareil photo SONY	77436	62000	Neuf	Conservateur	Tesker	Non repertorie	170,000	318	DSC-W630
MT-65	14/08/2012	THURAYA-SG 2520	77436	62000	Neuf	UGC	Tanout	Non Repertorié	350,000	654	SG 2520
MT-66	14/08/2012	THURAYA-SG 2520	77436	62000	Neuf	Conservateur	Tesker	Non Repertorié	350,000	654	SG 2520
MT-67	14/08/2012	THURAYA-SG 2520	77436	62000	Neuf	Conservateur	Gadabedji	Non Repertorié	350,000	654	SG 2520
BT-68	14/08/2012	GPS GARMIN 62+Access	77436	62000	Neuf	Conservateur	Gadabedji	Non repertorie	330,000	666	GPS MAP 62

# identification	Purchase date	Description	Project no.	Fund	State	Responsible person	Location	Brand	Cost in FCFA	Cost in US\$	Series no.
BT-69	14/08/2012	GPS GARMIN 62+Access	77436	62000	Neuf	UGC	Tanout	Non repertorie	330,000	666	GPS MAP 62
BT-70	14/08/2012	GPS GARMIN62+Access	77436	62000	Neuf	Conservateur	Tesker	Non repertorie	330,000	666	GPS MAP 62
BT-4800,71	21/12/2012	Tele SAMSUNG 32	77436	62000	Neuf	Gadabedji	Gadabedji	Non repertorie	485,000	958	C512538658
BT-4800,72	21/12/2012	Tele SAMSUNG 29	77436	62000	Neuf	Coordonateur	UGP	Non repertorie	345,000	681	C512538661
BT-225,73	21/12/2012	Vidéo DVD-VCD	77436	62000	Neuf	Gadabedji	Gadabedji	Non repertorie	65,000	128	DVD V5450
BT-225,74	21/12/2012	Vidéo DVD-VCD	77436	62000	Neuf	Coordonnateur	UGP	Non repertorie	65,000	128	DVD V5450
AO-5000,75	21/12/2012	Table Télévision	77436	62000	Neuf	Coordonnateur	UGP	Non repertorie	95,000	188	Table
MT-76	21/12/2012	Groupe Electrogene	77436	62000	Neuf	Conservateur	Gadabedji	Non repertorie	345,000	681	4KWA
AO-2550-77	27/02/2013	Bibliotheque	77436	62000	Neuf	RAF	UGP	Non repertorie	400,000	800	BB
AO-2550-78	27/02/2013	Bibliotheque	77436	62000	Neuf	Coord	UGP	Non repertorie	400,000	800	BB
BT-79	02/05/2013	GPS GARMIN 62+Access	77436	62000	Neuf	UGC	Tanout	Non repertorie	330,000	666	GPS MAP 62
BT-80	02/05/2013	GPS GARMIN 62+Access	77436	62000	Neuf	Conservateur	Tesker	Non repertorie	330,000	666	GPS MAP 62
BT-81	02/05/2013	GPS GARMIN 62+Access	77436	62000	Neuf	Conservateur	Gadabedji	Non repertorie	330,000	666	GPS MAP 62
BT-82	02/05/2013	GPS GARMIN 62+Access	77436	62000	Neuf	Conservateur	Tesker	Non repertorie	330,000	666	GPS MAP 62
BT-83	02/05/2013	GPS GARMIN 62+Access	77436	62000	Neuf	RAF	UGP	Non repertorie	330,000	666	GPS MAP 62
MT-84	02/05/2013	THURAYA-SG 2520	77436	62000	Neuf	Coord	UGP	Non Repertorié	420,000	840	SG 2520
BT-85	05/08/2013	Samsung Galaxy Tab2	77436	62000	Neuf	Conservateur	Gadab	Non repertorie	325,000	650	Tab2 P310
BT-86	05/08/2013	Samsung Galaxy Tab2	77436	62000	Neuf	Resp Corridor	Tanout	Non repertorie	325,000	650	Tab2 P310
BT-87	05/08/2013	Samsung Galaxy Tab2	77436	62000	Neuf	Conservateur	Tesker	Non repertorie	325,000	650	Tab2 P310
BT-88	05/08/2013	Samsung Galaxy Tab2	77436	62000	Neuf	Coord	UGP	Non repertorie	325,000	650	Tab2 P310
BT-89	05/08/2013	Samsung Galaxy Tab2	77436	62000	Neuf	S&E	UGP	Non repertorie	325,000	650	Tab2 P310
BT-2001,90	15/08/2013	Imprimante HP Laser jet 1102	77436	62000	Neuf	Conservateur	Gadab	Non Repertorié	130,000	260	YNC4N84746
MT-91	15/08/2013	Router Internet	77436	62000	Neuf	A Adm	UGP	Non repertorie	85,000	172	D-LINK TD W 150
BT-92	15/08/2013	Disque Externe 500Go	77436	62000	Neuf	S&E	UGP	Non repertorie	90,000	180	5211B
AO-2360,93-96	23/08/2013	Bureau Noyer 180	77436	62000	Neuf	Conservateur	GADAB	Non repertorie	1,640,000	3,280	REF 161N
AO-2360,97-98	23/08/2013	Bureau Noyer 180	77436	62000	Neuf	Resp Corridor	Tanout	Non repertorie	820,000	1,640	REF 161N
AO-2360,99-100	23/08/2013	Bureau Noyer 180	77436	62000	Neuf	Conservateur	Tesker	Non repertorie	820,000	1,640	REF 161N
AO-2360,101	23/08/2013	Bureau Noyer 180	77436	62000	Neuf	DDE Aderbisnat	Aderbisnat	Non repertorie	410,000	820	REF 161N
AO,2000,102-105	23/08/2013	Fauteuil Corsa Secret	77436	62000	Neuf	Conservateur	GADAB	Non repertorie	758,000	1,516	REF 383 PN
AO,2000,106-107	23/08/2013	Fauteuil Corsa Secret	77436	62000	Neuf	Resp Corridor	Tanout	Non repertorie	379,000	758	REF 383 PN
AO,2000,108-109	23/08/2013	Fauteuil Corsa Secret	77436	62000	Neuf	Conservateur	Tesker	Non repertorie	379,000	758	REF 383 PN
AO,2000,110	23/08/2013	Fauteuil Corsa Secret	77436	62000	Neuf	DDE Aderbisnat	Aderbisnat	Non repertorie	189,500	379	REF 383 PN
AO,2000,111-118	23/08/2013	Chaises Visiteurs	77436	62000	Neuf	Conservateur	GADAB	Non repertorie	272,000	544	Ref 383
AO,2000,119-122	23/08/2013	Chaises Visiteurs	77436	62000	Neuf	Resp Corridor	Tanout	Non repertorie	136,000	272	Ref 383
AO,2000,123-126	23/08/2013	Chaises Visiteurs	77436	62000	Neuf	Conservateur	Tesker	Non repertorie	136,000	272	Ref 383
AO,2000,127-128	23/08/2013	Chaises Visiteurs	77436	62000	Neuf	DDE Aderbisnat	Aderbisnat	Non repertorie	68,000	136	Ref 383
AO-2550-129	29/08/2013	Rack 60/35	77436	62000	Neuf	A Adm	UGP	Non repertorie	330,000	660	
AO-2550-130-132	16/09/2013	Pompe à air elect Auto	77436	62000	Neuf	Vehicules	Antennes	Non repertorie	300,000	600	
AO,2000,136-156	19/12/2013	Chaises Visiteurs	77436	62000	Neuf	Reunion	UGP	Non repertorie	714,000	1,428	Ref 383
BT-157	22/05/2014	GPS GARMIN 62+Access	77436	62000	Neuf	UGC	Tanout	Non repertorie	342,700	685	GPS MAP 62
BT-158-159	22/05/2014	Jumelles	77436	62000	Neuf	Antennes	Antennes	Non repertorie	300,000	600	Jumelles
BT-160	22/05/2014	Talki-walki	77436	62000	Neuf	UGP	Niamey	Non repertorie	125,000	250	Talk Walk
BT-161-162	22/05/2014	Boussole Recta	77436	62000	Neuf	Antennes	Tesker/Gada	Non repertorie	190,000	380	Talk Walk
BT-163	22/05/2014	Disque Externe 500Go	77436	62000	Neuf	RAF	UGP	Non repertorie	85,000	170	5211B

# identification	Purchase date	Description	Project no.	Fund	State	Responsible person	Location	Brand	Cost in FCFA	Cost in US\$	Series no.
AO-2550-164	22/05/2014	Bibliothèque	77436	62000	Neuf	RAF	UGP	Non repertorie	495,000	990	BB/3
BC-1780,165	22/05/2014	Frigidaire	77436	62000	Neuf	Coord/adj	UGP	Non repertorie	175,000	350	HAIER M 255

Appendix 14. Capacity Development Scorecard UNDP

Tableau 1. Résultats détaillés du Tableau de bord sur le développement de capacités pour la gestion d'APs

Domaine stratégique d'appui	Systémique				Institutionnelle				Individuelle				Moyenne %
	Score du projet 2016	Score du projet 2012	Score total possible	%	Score du projet 2016	Score du projet 2012	Score total possible	%	Score du projet 2016	Score du projet 2012	Score total possible	%	
(1) Capacité à conceptualiser et à élaborer des politiques sectorielles et intersectorielles et des cadres réglementaires	3	3	6	50%	1	1	3	33,3%	n/a	n/a	n/a	n/a	41,6%
(2) Capacité de formuler, opérationnaliser et mettre en œuvre des programmes sectoriels et intersectoriels et des projets	4	4	9	44,4%	11	10	27	37%	6	5	12	41,7%	41%
(3) Capacité à mobiliser et gérer des partenariats, notamment avec la société civile et le secteur privé	3	3	6	50%	3	2	6	33,3%	2	2	3	66,7%	50%
(4) Compétences techniques spécifiques liées aux exigences des priorités stratégiques [du FEM] et des Conventions et accords [sur la biodiversité]	1	1	3	33,3%	2	1	3	33,3%	2	2	3	66,7%	44,4%
(5) Capacité de surveiller, évaluer et faire rapport au secteur et des projets	3	3	6	50%	2	2	6	33,3%	2	1	3	33,3%	38,9%

TOTAL et pourcentages	14	14	30	46,7%	19	16	45	35,5%	12	10	21	47,6%	43,3%
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Tableau 2. Résultats détaillés du Tableau de bord sur le développement de capacités

Domaine stratégique d'appui	Cible pour le DC	Résultats	Indicateurs de résultats (Carte de pointage)	Évaluation initial	Evaluation en 2016	Observations évaluatives
1. Capacité à conceptualiser et formuler des politiques, une législation, des stratégies et des programmes						
	Systémique	Le programme relatif aux aires protégées est effectivement défendu/encouragé	0 - Il n'y a fondamentalement aucun programme relatif aux aires protégées 1 - Quelques personnes ou institutions mènent activement un programme relatif aux aires protégées mais elles ont peu d'effet ou d'influence. 2 - Un certain nombre de défenseurs des aires protégées pilote le programme relatif aux aires protégées, mais dans des proportions encore insuffisantes 3 - Il existe un nombre suffisant de "défenseurs" et "leaders" compétents appuyant effectivement un programme relatif aux aires protégées	1	1	
	Systémique	Il existe un mandat juridique solide et clair pour l'établissement et la gestion d'aires protégées	0 - Il n'existe aucun cadre légal pour les aires protégées 1 - Il existe un cadre légal partiel pour les aires protégées mais qui présente de nombreuses insuffisances 2 - il existe un cadre légal convenable pour les aires protégées mais qui comporte quelques faiblesses et lacunes 3 - Il existe un mandat juridique solide et clair pour l'établissement et la gestion d'aires protégées	2	2	
	Institutionnelle	Il existe une institution responsable des aires protégées apte à définir une stratégie et planifier	0 - Les institutions relatives aux aires protégées ne disposent d'aucun plan ni de stratégie 1 - Les institutions relatives aux aires protégées disposent de stratégies et de plans, mais qui sont anciens et non actualisés, ou qui ont été conçus selon un modèle totalement dépassé 2 - Les institutions relatives aux aires protégées disposent de mécanismes visant à actualiser leurs stratégies et plans, mais l'actualisation est irrégulière ou réalisée selon un modèle dépassé sans consultation appropriée	1	1	

Domaine stratégique d'appui	Cible pour le DC	Résultats	Indicateurs de résultats (Carte de pointage)	Évaluation initial	Evaluation en 2016	Observations évaluatives
			3 - Les institutions relatives aux aires protégées disposent de stratégies et de plans pertinents, conçus de manière participative et régulièrement actualisés			
2. Capacité à mettre en œuvre des politiques, une législation, des stratégies et des programmes						
	Systémique	Des compétences satisfaisantes en planification et gestion d'aires protégées existent	0 - Il y a un manque général de compétences en matière de planification et gestion 1 - Certaines compétences existent mais dans des proportions largement insuffisantes pour garantir une planification et une gestion efficaces 2 - Les compétences nécessaires pour une planification et une gestion efficaces d'aires protégées existent mais sont dispersées et difficilement accessibles 3 - Il existe une gamme étendue des compétences nécessaires pour une planification et une gestion efficaces d'aires protégées, dans des proportions suffisantes et facilement accessibles	1	1	
	Systémique	Des systèmes d'aires protégées existent	0 - Il existe peu ou pas d'aires protégées et elles ne couvrent qu'une faible portion des habitats et écosystèmes 1 - Le système d'aires protégées est inégal à la fois dans le nombre et la couverture géographique et comporte de nombreuses lacunes en termes de représentativité 2 - Le système d'aires protégées couvre un échantillon raisonnablement représentatif des habitats et écosystèmes majeurs, mais présente encore quelques lacunes et tous les éléments ne sont pas de dimension viable 3 - Les aires protégées comprennent des exemples viables et représentatifs de l'ensemble des habitats et écosystèmes majeurs à une échelle géographique appropriée	1	1	
	Systémique	Il existe une autorité totalement transparente de supervision des institutions relatives aux aires protégées.	0 - Il n'y a pas du tout de supervision des institutions relatives aux aires protégées 1 - Il y a une certaine supervision mais uniquement indirecte et selon un mode non transparent 2 - Un mécanisme correct de supervision est en place, fournissant un bilan régulier mais qui manque de transparence (ex : n'est pas indépendant ou est interne) 3 - Il existe une autorité totalement transparente de supervision des institutions relatives aux aires protégées	2	2	

Domaine stratégique d'appui	Cible pour le DC	Résultats	Indicateurs de résultats (Carte de pointage)	Évaluation initial	Evaluation en 2016	Observations évaluatives
	Institutionnelle	Les institutions relatives aux aires protégées sont efficacement dirigées	0 - Les institutions relatives aux aires protégées souffrent d'un manque total de leadership 1 - Des institutions relatives aux aires protégées mais le leadership est faible et fournit peu de conseils 2 - Certaines institutions relatives aux aires protégées disposent d'un leadership raisonnablement fort mais des progrès sont encore nécessaires 3 - Les institutions relatives aux aires protégées sont efficacement dirigées	1	1	
	Institutionnelle	Les aires protégées disposent de plans de gestion complets, régulièrement mis à jour et conçus de manière participative	0 - Les aires protégées ne disposent pas de plan de gestion 1 - Certaines aires protégées disposent de plans de gestion mais ils ne sont clairement pas complets et n'ont pas été conçus de manière participative 2 - La plupart des aires protégées disposent de plans de gestion même si certains sont anciens, n'ont pas été conçus de manière participative ou sont incomplets 3 - Chaque aire protégée dispose d'un plan de gestion complet, régulièrement mis à jour et conçu de manière participative	1	1	
	Institutionnelle	Les ressources humaines sont bien qualifiées et motivées	0 - Les ressources humaines sont faiblement qualifiées et non motivées 1 - La qualification des ressources humaines est clairsemée, certaines personnes étant très qualifiées mais la plupart étant faiblement qualifiées et en règle général non motivées 2 - Les ressources humaines sont en général correctement qualifiées, mais beaucoup manquent de motivation, ou les personnes qui sont motivées ne sont pas suffisamment qualifiées 3 - Les ressources humaines sont bien qualifiées et motivées	1	1	
	Institutionnelle	Les plans de gestion sont mis en œuvre dans les temps et atteignent effectivement leurs objectifs	0 - Les plans de de gestion sont très peu mis en œuvre 1 - Les plans de gestion sont faiblement mis en œuvre et leurs objectifs rarement atteints 2 - Les plans de gestion sont habituellement mis en œuvre dans les temps, même si des retards surviennent généralement et que certains objectifs ne sont pas atteints	1	1	Seulement le Park W

Domaine stratégique d'appui	Cible pour le DC	Résultats	Indicateurs de résultats (Carte de pointage)	Évaluation initial	Evaluation en 2016	Observations évaluatives
			3 - Les plans de gestion sont mis en œuvre dans les temps et atteignent effectivement leurs objectifs			
	Institutionnelle	Les institutions relatives aux aires protégées sont capables de mobiliser de manière satisfaisante une quantité suffisante de financements, de ressources humaines et matérielles, afin de mettre en œuvre efficacement leur mandat.	0 - Les institutions relatives aux aires protégées sont généralement sous-financées et n'ont aucune capacité à mobiliser des ressources suffisantes 1 - Les institutions relatives aux aires protégées disposent de quelques financements et sont capables de mobiliser certaines ressources humaines et matérielles, mais de manière encore insuffisante pour mettre en œuvre efficacement leur mandat 2 - Les institutions relatives aux aires protégées ont une capacité appropriée à mobiliser des financements ou d'autres ressources mais pas toujours en quantité suffisante pour une mise en œuvre totalement efficace de leur mandat 3 - Les institutions relatives aux aires protégées sont capables de mobiliser de manière satisfaisante une quantité suffisante de financements, de ressources humaines et matérielles, afin de mettre en œuvre efficacement leur mandat	0	1	
	Institutionnelle	Les institutions relatives aux aires protégées sont gérées efficacement, déployant de manière efficiente leurs ressources humaines, financières et autres, pour le meilleur résultat	0 - Si les institutions relatives aux aires protégées existent, elles ne disposent d'aucun encadrement 1 - La gestion institutionnelle est largement inefficace et ne déploie pas de manière efficiente les ressources mises à sa disposition 2 - L'institution est convenablement gérée, mais pas toujours de manière totalement efficace et n'utilisant pas toujours ses ressources de la manière la plus efficiente 3 - L'institution relative aux aires protégées est gérée efficacement, déployant de manière efficiente ses ressources humaines, financières et autres, pour le meilleur résultat	2	2	
	Institutionnelle	Les institutions relatives aux aires protégées sont très transparentes, entièrement auditées et ont l'obligation de	0 - Les institutions relatives aux aires protégées ne sont absolument pas transparentes, ne sont pas tenues de rendre compte et ne sont pas auditées 1 - Les institutions relatives aux aires protégées ne sont pas transparentes, mais sont occasionnellement auditées, sans obligation de rendre compte publiquement	1	1	

Domaine stratégique d'appui	Cible pour le DC	Résultats	Indicateurs de résultats (Carte de pointage)	Évaluation initial	Evaluation en 2016	Observations évaluatives
		rendre compte publiquement	2 - Les institutions relatives aux aires protégées sont régulièrement auditées et l'obligation de rendre compte existe dans une certaine mesure mais le système n'est pas totalement transparent 3 - Les institutions relatives aux aires protégées sont très transparentes, entièrement auditées et ont l'obligation de rendre compte publiquement			
	Institutionnelle	Il existe des institutions relatives aux aires protégées juridiquement définies et disposant du pouvoir d'exécuter leur mandat	0 - Il n'existe aucune institution principale ou agence disposant d'un mandat ou d'une responsabilité clairs pour les aires protégées 1 - Il existe une ou plusieurs institutions ou agences en charge des aires protégées mais leurs rôles et responsabilités ne sont pas clairs et les dispositions comportent des lacunes et chevauchements 2 - Il existe une ou plusieurs institutions ou agences en charge des aires protégées, les responsabilités de chacune sont assez clairement définies, mais certaines lacunes et chevauchements demeurent 3 - Les institutions relatives aux aires protégées disposent de mandats légal et institutionnel clairs et de l'autorité nécessaire pour les exécuter	2	2	
	Institutionnelle	Les aires protégées sont efficacement préservées	0 - Aucune mise en application de la réglementation n'est assurée 1 - La réglementation est partiellement appliquée mais demeure en grande partie inefficace et des menaces externes persistent 2 - La réglementation relative aux aires protégées est régulièrement appliquée mais n'est pas totalement efficace et les menaces externes sont limitées mais pas supprimées 3 - La réglementation relative aux aires protégées est appliquée de manière très efficace et toutes les menaces externes ont été réduites à néant	1	1	
	Individuelle	Les individus sont capables de progresser et de se développer d'un point de vue professionnel	0 - Aucun plan de carrière n'est élaboré et aucune opportunité en matière de formation n'est proposée 1 - Les plans de carrière sont faibles et les opportunités de formation sont peu nombreuses et gérées de manière non transparente	1	1	

Domaine stratégique d'appui	Cible pour le DC	Résultats	Indicateurs de résultats (Carte de pointage)	Évaluation initial	Evaluation en 2016	Observations évaluatives
			2 - Des plans de carrière clairs sont élaborés et des formations sont disponibles; cependant la gestion des ressources humaines dispose d'un système de mesure des performances inadéquat 3 - Les individus sont en mesure de progresser et de se développer professionnellement			
	Individuelle	Les individus sont correctement qualifiés pour leur emploi	0 - Les compétences des individus ne correspondent pas aux exigences de leur emploi 1 - Les individus sont peu ou faiblement qualifiés pour leur emploi 2 - Les individus sont raisonnablement qualifiés mais pourraient se perfectionner davantage afin de répondre de manière optimale aux exigences de leur emploi 3 - Les individus sont correctement qualifiés pour leur emploi	1	2	
	Individuelle	Les individus sont extrêmement motivés	0 - Aucune motivation 1 - Motivation inégale, certains le sont mais la plupart ne le sont pas 2 - De nombreux individus sont motivés mais pas tous 3 - Les individus sont extrêmement motivés	2	2	
	Individuelle	Des systèmes appropriés de formation, mentorat, et d'apprentissage sont en place en vue de maintenir un flot continu de nouveau personnel	0 - Aucun mécanisme n'existe 1 - Des mécanismes existent mais ne sont pas en mesure de se développer suffisamment et sont incapables de fournir toute la gamme de compétences exigées 2 - Des mécanismes existent généralement afin de faire émerger des professionnels compétents, mais ils sont soit insuffisants, soit incapables de couvrir l'ensemble des compétences requises 3 - Des mécanismes existent en vue de faire émerger une gamme complète de professionnels hautement qualifiés des aires protégées et en nombre suffisant	1	1	
3. Capacité à engager et bâtir un consensus parmi l'ensemble des acteurs						
	Systemic	Les aires protégées disposent de	0 - Il n'existe aucune volonté politique, ou pire, les politiques qui prédominent vont à l'encontre des intérêts des aires protégées			

Domaine stratégique d'appui	Cible pour le DC	Résultats	Indicateurs de résultats (Carte de pointage)	Évaluation initial	Evaluation en 2016	Observations évaluatives
		l'engagement politique dont elles ont besoin	1 - Une certaine volonté politique existe, mais elle n'est pas suffisamment forte pour faire la différence 2 - Il existe une certaine volonté politique, mais elle n'est pas toujours suffisamment forte pour soutenir les aires protégées 3 - Il existe une volonté politique très importante de soutenir les aires protégées	2	2	
	Systemic	Les aires protégées disposent du soutien public dont elles ont besoin	0 - Le public manifeste peu d'intérêt aux aires protégées et il n'existe pas de groupe de pression significatif pour les aires protégées 1 - Il existe un soutien limité aux aires protégées 2 - Il existe un soutien général du public aux aires protégées et plusieurs groupes de pression tels que des ONG de protection de l'environnement qui les soutiennent fortement 3 - Il existe un formidable soutien public dans le pays pour les aires protégées	1	1	
	Institutional	Les institutions relatives aux aires protégées agissent selon une mission bien définie	0 - La mission institutionnelle n'a pas été définie 1 - La mission institutionnelle a été faiblement définie et n'est généralement pas connue ni internalisée à tous les niveaux 2 - Mission institutionnelle bien définie et internalisée, mais pas complètement adoptée 3 - Les missions institutionnelles sont complètement internalisées et adoptées	1	1	
	Institutional	Les institutions relatives aux aires protégées sont en mesure d'établir les partenariats nécessaires pour atteindre les objectifs	0 - Les institutions relatives aux aires protégées opèrent de manière isolée 1 - Certains partenariats sont en place mais comportent des lacunes importantes et les partenariats existants atteignent peu d'objectifs 2 - De nombreux partenariats sont en place avec un large éventail d'agences, d'ONG, etc. mais il existe quelques lacunes. Les partenariats ne sont pas toujours efficaces, et ne permettent pas toujours d'atteindre les objectifs de manière efficace 3 - Les institutions relatives aux aires protégées établissent des partenariats efficaces avec d'autres agences et institutions, y compris des gouvernements	1	2	

Domaine stratégique d'appui	Cible pour le DC	Résultats	Indicateurs de résultats (Carte de pointage)	Évaluation initial	Evaluation en 2016	Observations évaluatives
			régionaux et nationaux, des ONGs et le secteur privé, en vue d'atteindre les objectifs de manière efficace et efficiente			
	Individual	Les individus véhiculent des valeurs, une éthique et des attitudes appropriées	0 - Les individus ont des attitudes négatives 1 - Certains individus ont une idée des attitudes appropriées et font preuve d'intégrité, mais ce n'est pas le cas de la plupart d'entre eux 2 - De nombreux individus véhiculent des valeurs et une éthique appropriées, mais pas tous 3 - Les individus véhiculent des valeurs, une éthique et des attitudes appropriées	2	2	
4. Capacité à mobiliser l'information et la connaissance						
	Systémique	Les institutions relatives aux aires protégées disposent de l'information nécessaire à l'élaboration et la surveillance des stratégies et plans d'action pour la gestion des systèmes d'aires protégées	0 - L'information est quasiment inexistante 1 - Une certaine information existe, mais elle est de faible qualité et d'utilité limitée, ou difficile d'accès 2 - Une quantité importante d'information est aisément disponible et la plupart du temps de bonne qualité, mais il reste des lacunes en termes de qualité, de couverture et de disponibilité 3 - Les institutions relatives aux aires protégées disposent de l'information nécessaire à l'élaboration et la surveillance des stratégies et plans d'action pour la gestion des systèmes d'aires protégées	1	1	
	Institutionnelle	Les institutions relatives aux aires protégées disposent des informations nécessaires à la réalisation de leur travail	0 - L'information est quasiment inexistante 1 - Certaines informations existent mais elles sont de faible qualité et d'utilité limitée, ou difficile d'accès 2 - De nombreuses informations sont rapidement disponibles, la plupart du temps de bonne qualité, mais des lacunes demeurent en termes de qualité et de quantité 3 - Une quantité satisfaisante d'informations actualisées et de grande qualité pour la planification, la gestion et la surveillance des aires protégées est largement et aisément disponible	1	2	
	Individuelle	Les individus travaillant dans le secteur des aires	0 - Les individus travaillent isolément et n'interagissent pas entre eux			

Domaine stratégique d'appui	Cible pour le DC	Résultats	Indicateurs de résultats (Carte de pointage)	Évaluation initial	Evaluation en 2016	Observations évaluatives
		protégées travaillent réellement en équipe	1 - Les individus interagissent de façon restreinte et parfois en équipe mais de manière rarement efficace et fonctionnelle 2 - Les individus interagissent régulièrement et forment des équipes, mais de manière pas toujours efficace et fonctionnelle 3 - Les individus interagissent efficacement et forment des équipes fonctionnelles	2	2	
5. Capacité à surveiller, évaluer, établir des rapports et acquérir des connaissances						
	Systémique	La politique relative aux aires protégées est continuellement revue et actualisée	0 - Il n'y a pas de politique ou elle est ancienne et n'est pas régulièrement révisée 1 - La politique n'est révisée qu'à intervalles irréguliers 2 - La politique est révisée régulièrement mais pas annuellement 3 - La politique relative aux aires protégées est révisée annuellement	1	1	
	Systémique	La société assure un suivi de la situation des aires protégées	0 - Il n'y a aucun dialogue 1 - Un certain dialogue est en cours, mais n'atteint pas un large public et est limité aux cercles spécialisés 2 - Un dialogue public assez ouvert est en cours mais certaines questions restent taboues 3 - Il existe un dialogue public et transparent concernant la situation des aires protégées	2	2	
	Institutionnelle	Les institutions ont une grande capacité d'adaptation, répondant de manière efficace et immédiate au changement	0 - Les institutions résistent au changement 1 - Les institutions changent mais uniquement à un rythme très lent 2 - Les institutions ont tendance à s'adapter en répondant au changement, mais de manière pas toujours très efficace et avec retard 3 - Les institutions ont une grande capacité d'adaptation, répondant de manière efficace et immédiate au changement	1	1	
	Institutionnelle	Les institutions disposent de mécanismes internes efficaces pour assurer	0 - Il n'existe aucun mécanisme de suivi, évaluation, élaboration de rapports et d'acquisition de connaissance			

Domaine stratégique d'appui	Cible pour le DC	Résultats	Indicateurs de résultats (Carte de pointage)	Évaluation initial	Evaluation en 2016	Observations évaluatives
		un suivi, procéder à des évaluations, élaborer des rapports et acquérir des connaissances	1 - Il existe quelques mécanismes de suivi, évaluation, élaboration de rapports et d'acquisition de connaissance, mais ils sont limités et faibles 2 - Des mécanismes convenables de suivi, évaluation, élaboration de rapports et d'acquisition de connaissance sont en place mais sans être aussi forts et complets qu'ils le devraient 3 - Les institutions disposent de mécanismes internes efficaces pour assurer un suivi, procéder à des évaluations, élaborer des rapports et acquérir des connaissances	1	1	
	Individuelle	Les individus ont une grande capacité d'adaptation et poursuivent leur apprentissage	0 - Aucune mesure des performances ou feedback adaptif n'est réalisée 1 - Les performances sont irrégulièrement et faiblement mesurées et un faible usage du feedback est réalisé 2 - Il existe une mesure importante des performances et quelque feedback, mais qui n'est pas aussi approfondi et exhaustif qu'il pourrait l'être 3 - Les performances sont effectivement mesurées et le feedback adaptif est utilisé	1	2	

Appendix 15. Guidelines on the contents of management plans

The elements most commonly found in Management Plans are outlined below. These are not necessarily 'chapter headings' within a plan, although they may be. They may occur as headings in the plan, be 'lumped together' or be split into smaller sections, depending on the complexities and characteristics of the area, the planning process used and the needs of the manager. Some of these elements may be absent, or additional ones added. They closely mirror the steps in the process used. (from Thomas & Middleton 2003)	
Executive summary	This summarises essential issues within the plan and relevant decisions. This is important, as many of the final decision-makers will not have time to read and digest supporting detail.
Introduction	This states the purpose and scope of the plan, and provides an explanation of the purpose for which the protected area was established (including any legislative basis) and the authority for plan development. It may also contain some basic summary information about the protected area, such as its location, size, primary resources and values.
Description of the protected area	This summarises relevant descriptive information about the protected area. It normally includes a summary account of the resources (features) of the area (natural, cultural, historical and socioeconomic), how it is used, and its legal and management framework. It can be equally important to state what the plan does not cover.
Evaluation of the protected area	This identifies why the protected area is important, and explains the values associated with it. It frequently takes the form of a 'Statement of Significance' or Key Features of the area.
Analysis of issues and problems	This section contains an analysis of the constraints and opportunities affecting the area and a statement of the principal threats to its conservation, management and maintenance. In addition, any impacts (internal or external) on the important features of the area should be stated, along with any other management considerations.
Vision and objectives	This contains a broad, long-term vision for the protected area, which may take the form of goals, and a 'vision statement'. Any guiding policies for management can be included here. A set of objectives is provided. These are specific statements outlining what is to be achieved by management in the timeframe of the plan. A rationale for the objectives is often included and provides valuable justification of the decisions made during the planning process. Limits of Acceptable Change (LACs) may be provided for objectives.
Zoning plan	If different management zones are required, a zoning plan can be prepared to illustrate the boundaries, classification and management and other activities allowed or prohibited for each zone. Subobjectives for each zone can also be provided. The zoning scheme can be included in the Management Plan, or presented separately. In many cases, the zoning plan will be prepared to inform the Management Plan; or it may already exist. Its findings are then

	summarised within the Management Plan. Specific constraints and conditions applying in each zone must be clearly described.
Management actions (prescriptions)	This contains the specific actions to be carried out in order to achieve the objectives. It commonly includes: ▫ list of management actions/activities required (often called prescriptions); ▫ schedule or work plan identifying when each action will be carried out and by whom (this may be a separate document); ▫ priority activities identified and; ▫ staff and finances required to carry them out (costing). If this section of the plan is to be very detailed, it can further break prescriptions down into 'projects', each of which is a detailed action. An explanation as to how these should be carried out can also be given. More commonly, the information in this section may not be detailed, but will be supplemented by separate annual operational or work plans, which will contain detailed costing and instructions.
Monitoring and review	This section outlines how implementation of the plan will be monitored, and when and how a review of the plan will be carried out. It will include the indicators against which the performance of the protected area will be measured.

Appendix 16. Evaluation Consultant Agreement Form

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form⁷

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Floris Deodatus

Name of Consultancy Organization (where relevant): **NEDWORC FOUNDATION**

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at place on date

Signature: _____

⁷www.unevaluation.org/unegcodeofconduct

Appendix 17. Short profile of the evaluator

Drs. Floris Deodatus is a senior environmental expert trained in ecology and land management having over 30 years experience with natural resources management (including biodiversity, wildlife, protected areas, forestry, water, rural energy, ...) and extensive experience with project cycle management. He has been involved in 25 evaluation missions (18 times as team leader) in Africa, Asia and Eastern Europe, and he collaborated in 15 formulations (7 times as team leader). Additional to that he has been programme manager of two natural resources funding programmes (PIN/OS and Nature & Poverty) of the Dutch Government (DGIS) which involved the development and implementation of results based M&E systems and institutional learning systems. Initially his working was particularly focussing the conservation of wildlife core areas and interactions between wildlife and humans along the human-wildlife interface. The past ten years, he was also involved in a number of projects dealing with the development of wildlife corridors between core areas in among others Eastern European Carpathian Mountains, Bhutan, the Indian Central Highlands, Bangladesh, Ghana and Central Africa. With his Eastern European team he developed a methodology for wildlife corridor development based on spatial and institutional perspectives⁸.

8

https://books.google.ne/books?id=OSIEAAAAQBAJ&pg=PA701&lpg=PA701&dq=springer+corridors+ukraine+deodatus&source=bl&ots=BgD1LIQt-F&sig=nbjYse798vimrh1JlImhTHamfk7M&hl=en&sa=X&redir_esc=y#v=onepage&q=springer%20corridors%20ukraine%20deodatus&f=false