



Terminal Evaluation

Project

**«Development of a national network of terrestrial and marine protected areas representative of the Comoros' unique natural heritage and co-managed with local village communities»
(PIMS # 4950)**

Report Terminal Evaluation

Basic Data

Project Title	Development of a national network of terrestrial and marine protected areas representative of the Comoros' unique natural heritage and co-managed with local village communities
# Project (PIMS) GEF	5062
# Project (PIMS) UNDP	4950
Terminal Evaluation Date	August – September 2021
Country	Comoros
Region	Africa
Implementation arrangement	National Implementation (NIM)
Focal Area GEF	BD1: Improve Sustainability of Protected Area System
GEF Operational Programme	SPWA
GEF Executing Agency	United Nations Development Programme (UNDP)
Implementation partner	Ministry of Agriculture, Fisheries and Environment (MAPE)/ General Directorate of Environment and Forestry (DGEF)
Type of project	<i>Full-sized Project (FSP)</i>

Financial Data

Funding Source	GEF Trust Fund
Project Preparation Grant	\$ 99,440
GEF Grant Amount	\$ 4,246,000
Co-finance (total)	\$ 21,130,314
Total project cost	\$ 25,876,314

Evaluator of the terminal evaluation: Birgit Halle

Field mission: 6th September to 16th September 2021

Acknowledgements

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Table of contents

EXECUTIVE SUMMARY	5
Project Summary Table	5
Project Description	5
Evaluation rating table	6
Summary of conclusions, lessons and recommendations	7
ACRONYMS AND ABBREVIATIONS	9
1 INTRODUCTION	11
1.1 Purpose of the evaluation	11
1.2 Scope & Methodology	11
1.3 Structure of the evaluation report	12
2 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT	12
2.1 Comorian context	12
2.2. Project start and duration	14
2.3 Problems that the project sought to address	14
2.4 Immediate and development objectives and expected results	15
2.5 Main stakeholders	15
3 FINDINGS	16
3.1 Conception/project elaboration (Relevance)	16
National priorities and country driven-ness	16
Theory of change and analysis of Results Framework (Project logic /strategy; Indicators)	16
Assumptions and risks	16
Gender equality and women's empowerment	16
Lessons from other relevant projects (e.g., same focal area) incorporated into project design	17
Planned stakeholder participation	17
Linkages between project and other interventions within the sector	17
Management arrangements	17
3.2 Project implementation	18
3.2.1 Effectiveness	18
Achievement of project outcomes	18
Adaptive management (changes to the project design and project outputs during implementation)	22
Actual stakeholder participation and partnership arrangements	23
Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)	24
Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)	25
Risk Management, including Social and Environmental Standards	25
3.2.2 Efficiency	28
Project finance	28
Co-financing	29
3.3 Project results	29
3.3.1 Sustainability	29
Financial	29
Socio-political	29
Institutional framework and governance	30
Environmental	30
Country ownership	30

3.3.2 Impact.....	30
Overall results (attainment of objectives).....	30
Gender equality and women's empowerment.....	31
Crosscutting issues	31
GEF Additionality.....	31
Catalytic Role / Replication Effect	32
4 CONCLUSIONS, LESSONS LEARNT AND RECOMMENDATIONS	32
4.1 Conclusions	32
Overall project performance	32
Main results and strengths	32
Challenges and weaknesses	33
4.2 Lessons learnt	33
4.3 Recommendations	34
5. ANNEX	36
5.1 Terms of Reference	36
5.2 Itinerary	48
5.3 List of persons interviewed	49
5.4 List of documents reviewed.....	50
5.5 Evaluation matrix	51
5.6 Used Questionary guides	56
5.7 Other technical annexes	59
5.7.1 Project budget sold.....	59
5.7.2 Summary of achievements of project outcomes	60
5.7.3 Co-financing	76
5.7.4 Maps of the geographical areas covered by the project	80
5.8 Evaluation consultant code of conduct and agreement form	81

Executive Summary

Project Summary Table

Project Title	Development of a national network of terrestrial and marine protected areas representative of the Comoros' unique natural heritage and co-managed with local village communities		
ID UNDP (PIMS #)	4950	PIF Approval Date	3/10/2012
ID GEF (PIMS #)	5062	CEO Endorsement Date (FSP)	15/09/2014
ATLAS Business Unit	COM 10	ProDoc Signature Date	21/04/2015
Country	Comoros	Date Project Manager hired	December 2015
Region	Africa	Inception Workshop Date	March 2016
Focal Area	Biodiversity – BD1: Improve Sustainability of Protected Area System	Mid-Term Review Completion Date	June 2018
GEF Operational Programme or Strategic Priorities/Objectives	SPWA	Terminal Evaluation Completion date	September 2021
Trust Fund	GEF Trust Fund	Planned Operational Closure	December 2021
Executing Agency	United Nations Development Programme		
Implementing Partner	Vice-President in charge of the Ministry of Agriculture, Fisheries, and Environment (MAPE/DGEF)		
Financial information		at CEO Endorsement (USD)	
GEF		4,746,000	
UNDP		500,000	
Government (MPEEIA/MAPE)		10,228,060	
Other co-financings		10,902,254	
Total co-financing		21,130,314	
Total project funding		25,876,314	

Project Description

The project seeks to conserve globally significant marine and terrestrial biological diversity in the Union of Comoros by establishing an expanded and functional system of protected areas (PAs) in three of the country's islands: Ngazidja (or Grand Comoro), Mwali (or Moheli) and Ndzuani (or Anjouan) – a system that is both representative of the country's biodiversity endowment and which has good prospects for a sustainable future. The insular nature of Comoros and the fact that it is located in the biodiverse tropical zone of the Southern Indian Ocean place the country high in the global conservation agenda, even though support for conservation work, including for capacity building and sustainable finance, is still to receive due international attention. At the same time, Comoros' biodiversity has been – and continues to be – highly impacted by human activity. At project start, the PA estate of Comoros includes only a single gazetted site, the Moheli Marine National Park, which was established in 2001. There have been no formal terrestrial PAs, even though terrestrial ecosystems are under a considerable degree of pressure. Since the establishment of Moheli Marine Park, Comoros has had plans to establish at least one terrestrial and one marine protected area on each of the islands. For various reasons, including incipient PA management capacity, these plans had been until project start remained unfulfilled. This project seeks strengthen the PA system through expansion and capacity building, including the development of a legal framework and of an enabling investment environment for PAs. It also invests resources in PA management at the site level operationalizing.

The project « Development of a national network of terrestrial and marine protected areas representative of the Comoros' unique natural heritage and co-managed with local village communities » was endorsed by the GEF on 15th September 2014 and the PRODOC was signed by all partners on 21th April 2015 for a duration of 6 years and a budget of USD 4,746,000 (GEF USD 4,246,000 and USD 500,000 UNDP). Implementation partner is the General Directorate of Environment and Forestry (DGEF) of the

Ministry of Agriculture, Fisheries and Environment (MAPE). Intervention zone are sensitive marine and terrestrial ecosystems on the 3 islands Grande Comore, Anjouan and Mohéli.

The project has 2 components with 8 expected project results (outcomes):

Outcome	Component 1: PA system strengthened through expansion and capacity building
1	A new legal framework for the management of the PA system is approved and its institutional structure is formalized
2	Capacity / PA agency staff at various levels and key members of communities and associations involved in PA collaborative management are capable of fulfilling their mandate
3	PA expansion / A more representative system of PAs emerges, based on a PA system gap analysis and baseline studies, with the formulation of a 'PA System Strategy' and the legal gazettal of terrestrial PAs and MPAs
4	PA system finance
	Component 2: Site level PA operationalization
5	PA management is strengthened at the site level so that individual PAs become more effective 'biodiversity storehouses'
6	Resource use governance: Clarity on land tenure for terrestrial PAs and on seascape use-rights for MPAs ensure the ecological integrity of protected sites, with effective mechanisms for mediation and conflict resolution in place and operational in target PAs/MPAs
7	Tourism: A realistic plan/strategy for developing sustainable eco-tourism activities in PAs/MPAs (or linked to them) is put forward and implemented
8	Livelihoods: A livelihoods program is developed and implemented for the benefit of PA/MPA adjacent communities

The terminal evaluation has been conducted by an international independent consultant. The evaluation has addressed the conception and the implementation of the project and has evaluated the performance with regard on relevance, effectiveness, efficiency, sustainability and impact. This evaluation has applied a mixed methods approach using multiple data sources and a participatory approach by conducting semi structured interviews and gathering data directly from individuals and focus groups involved in the project. The obtained information have been cross-checked and analyzed with regard to the planning in the Project Document (PRODOC). An evaluation matrix has been developed and used to appreciate the different progresses of the project. The terminal evaluation included (1) a documentation review, (2) consultations of key actors and stakeholders in Moroni and in the 6 National Parks, (4) field visits of the realizations on the 3 islands and (4) a restitution and discussion of initial findings with UNDP, the PCU, DGEF and all interested stakeholders.

Evaluation rating table

1. Monitoring and Evaluation	rating	2. IA & EA Execution	rating
M&E design at entry	S	Quality of UNDP Implementation – Implementing Agency (IA)	S
M&E Plan Implementation	MU	Quality of Execution - Executing Agency (EA)	S
Overall quality of M&E	MS	Overall quality of Implementation / Execution	S
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance	S	Financial resources	U
Effectiveness	S	Socio-political	ML
Efficiency	MS	Institutional framework and governance	MU
Overall Project Outcome Rating	S	Environmental	L
		Overall likelihood of sustainability	MU

Evaluation findings

The project conception (**relevance**) is consistent and Satisfactory (S). However, the conception is much too ambitious and not realistic regarding necessary time for legal and institutional changes and needed budgets for construction /rehabilitation work for basic National Park infrastructures and logistics. This

impacts the degree of attainment of expected project outcomes and products. The logframe has some weaknesses in the indicator formulation. An indicator for ecotourism (outcome 7) is missing, ecological indicators (11 to 16) are difficult and very expensive to be measured regularly, socio-economic indicators (17 and 18) are not SMART and using only the METT scorecards for the indicators 1 to 10 seems to be insufficient to appreciate the progresses objectively.

Project implementation and effectiveness: Despite several challenges and problems, RNAP has realized impressive progresses compared to the starting point, in particular at local community level. The expected products and outcomes have been much too ambitious, not realistic since the PRODOC formulation and the overall effectiveness is Satisfactory (S) with exception of outcome 4 (PA finance system). Adaptive management is Satisfactory (S). It was a good decision to start information /awareness raising and discussion of co-management arrangements with local communities early as these are long processes. On the other side, the chosen prioritization of expenses due to the significant project budget challenges have been a strategic error. Monitoring and evaluation system is Moderately Unsatisfactory (MU). The initial conception had some challenges in indicator formulation, but significant important challenges exist in M&E implementation. Implementation of the monitoring plan lacks availability of recent measurable data for several ecological indicators, essential for PN management, and socio-economic indicators. Missing availability of specific staff and necessary budgets for monitoring and, most important, missing capacities for data analyses/ interpretation and information/ knowledge management are significant strategic shortcomings for project management.

The **efficiency** is Moderately Satisfactory (MS). The general budget challenges and the following prioritization of expenses in component 1 in general, had a significant negative impact on the quality of project management and implementation on NP site level.

Despite impressive results at local community level, with good perspectives for sustainability, the **overall sustainability** is Moderately Unlikely (MU). Significant weaknesses and challenges persist for financial and institutional sustainability at national level. The planned follow-up project in preparation (GEF ID 10531) is absolutely necessary to secure sustainability of the successes of RNAP.

The **impact** of RNAP is Satisfactory (S), in particular at PN and community level. However, continuing and progress acceleration at central level are necessary to solve significant strategic, institutional and financial challenges. Activity extension and diversification at local level, in particular adapted environment compatible IGA, are necessary to obtain a significant impact on alternative livelihoods and the economy of local communities living in the NPs.

Summary of conclusions, lessons and recommendations

Conclusions

At project end, RNAP has not obtained all expected outcomes. The project made impressive considerable progress compared to the baseline situation and most of the indicator's target have been achieved. Global project performance is **Satisfactory (S)**.

Project strengths	Project challenges
<ul style="list-style-type: none"> Information / awareness raising and successful implementation of co-management systems for NPs with local communities Very participatory process for NP delimitation and internal zoning Operationalisation of 5 new NP and the terrestrial part of the NP Mohéli with enormous basic infrastructure realizations Creation of a whole system and all institutions and structures necessary to manage a network of National Parks Finally, the law concerning the national system of Protected Areas is approved, official creation of 5 new NP is approved by the Council of Ministers 	<ul style="list-style-type: none"> RNAP has created impressive new institutional structuring and important investments for NP, creating significant new recurrent expenses for the Government, without making the necessary progresses for sustainable financing of the system (FEC, Agency of NP management, mobilization of international partners) at the same pace. Very strong underestimation of needs in time for legal processes and in financial resources. The expenses prioritization decision in 2018 need to be questioned (Correct functioning of basic tasks in the 5 new NP is not ensured; RNAP has been unable to meet the support expectations of local communities that had been raised in the early project phase; Cancellation of key staff strategic position has not allowed a good performance for communication, M&E and information management)

and the Agency for management of National Parks is created. <ul style="list-style-type: none"> • Zoning of fisheries areas with temporary closure of selected areas, creating significant increase of captures. Villages outside the NP ask for support to implement similar systems. • Good consideration of gender equality and women's empowerment 	<ul style="list-style-type: none"> • Stability of good trained NP staff is not secured (temporary project contracts) and their legal competences are not clear. • Insufficient ecological monitoring and information management (PCU and NP) • Alternative livelihoods and IGA are insufficient
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Lessons

- The success key for biodiversity protection is an approach of information / awareness raising and co-management arrangements with local communities.
- Project formulation needs to be realistic regarding the necessary time for legal and institutional processes and the financial needs in the national context.
- Sustainable financing of NP is a major challenge. The Government has to do all to create values from NP and to mobilize additional financial resources. Otherwise, NP become a 'luxury', impossible to be financed.
- Partnerships and synergies/cooperation are the only solutions to reduce recurrent expenses of NPs. Communication, coordination and effective use of exciting information have to be a priority of NP managers.
- Ecological monitoring and information management are essential to take decisions on NP management. The availability of human and financial resources for these tasks has to be a priority in NP.
- IGA and ecotourism activities managed by local communities have serious management problems if there is no direct individual benefice.
- Women have an essential role in rural areas, particular attention has to be given to their needs and actions in favor to local communities living in NP.

Recommendations

- Continue / consolidate the approach of information /awareness raising and co-management arrangements with local communities and implication of local NGO.
- Give high priority to communication/international visibility, mobilization of international partners and legal questions (Agency, FEC, land tenure in new terrestrial NP and legal competences of NP staff and community co-management committees). International Technical Assistance is required.
- Relieve the NP staff as much as possible of secondary tasks out of their specialization to minimize recurrent NP expenses and to concentrate on prior tasks according to the NP management plans. Do secondary task delegation.
- Insert a significant funding for a call of proposals for environment friendly IGA microprojects in the follow-up project, targeting people directly impacted by restrictions in NP.
- Ensure availability of strategic competences (communication, M&E, information management and ecology) with sufficient financial resources in the Agency /PCU and explore existing studies before starting new studies.
- Render the planned GTD Planet operational and promote all mechanisms for coordination between Ministries, projects and at local level.
- Give management autonomy and flexibility to NP managers and provide motivations for community co-management committees
- Limit engagement for ecotourism on elaboration of guidelines to be respected in NP, facilitation of contacts with the professional sector and coordination of initiatives with the objectives of the NP management plans.
- Insist on mobilization of national resources for funding of the FEC
- Plead on high political level for application of environmental regulations and procedures (EIA) and correct functioning of courts.

NB: Most of the recommendations are already integrated in the follow-up project GEF ID 10351.

Acronyms and Abbreviations

AFD	Agence Française pour le Développement
AIDE	Association d'Intervention pour le Développement et l'Environnement
AWP	Annual Work Plan
CBO	Community Based Organization
CNDRS	Centre of Documentation and Scientific Research
CPD	Country Program Document
CSO	Civil Society Organization
COI	Commission of the Ocean Indian
DB	Data Base
DGEF	Direction Générale de l'Environnement et Forêts, General Directorate for Environment and Forests
EIA	Environmental Impact Assessment
ERC	Evaluation Resource Centre
EU	European Union
FEC	Fonds environnemental pour les aires protégées des Comores, environment trust fund
FAPBM	Fondation pour les aires protégées et la Biodiversité Madagascar
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIS	Geographical Information System
IBA	Important Bird Area
IC	International Consultant
IGA	Income Generating Activity
IUCN	International Union for Conservation of Nature
MAPE	Ministère de l'Agriculture, de la Pêche et de l'Environnement, Ministry of Agriculture, Fisheries and Environment
M&E	Monitoring and Evaluation
METT	Management Effectiveness Tracking Tool
MPA	Marine Protected Area
MPÉEIA	Ministère de la Production, Environnement, Énergie, Industrie et Artisanat
MTR	Mid-term Review
NDC	National Determinated Contribution
NGO	Non Governmental Organization
NIM	National Implementation Modality
NP	National Park
NPC	National Project Coordinator
PA	Protected Area
PCE	Plan Comorien Emergent, Comorian Emergency Plan
PCU	Project Coordination Unit
PIF	Project Identification File
PIR	Project Implementation Report
PPG	GEF Project Preparation Grant
PRODOC	Project Document
PSC	Project Steering Committee
RNAP	Réseau National des Aires Protégées
SCA2D	Stratégie de Croissance Accélérée pour le Développement Durable
SDG	Sustainable Development Goals
SGP	Small Grant Program
SMART	Spécifique, Mesurable, Atteignable, Réaliste, Temporellement défini
SNPAB	Stratégie Nationale et Plan d'Action pour la Conservation de la Biodiversité
SRF	Strategic Result Framework
STAR	Système transparent d'allocation des ressources
SWIOFP	South West Indian Ocean Fisheries Program - GEF-UNDP
TE	Terminal Evaluation

TOR	Terms Of Reference
UdC	University of the Comoros
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program

1 Introduction

1.1 Purpose of the evaluation

According to GEF/UNDP evaluation policies and the PRODOC of the project 'RNAP' a terminal evaluation of the 6 years project was foreseen. Accordingly, this terminal was initiated by UNDP to assess the achievements of the project from its start December 2015 (Recruitment of the NPC) up to September 2021.

The purpose of the evaluation is to allow main actors and stakeholders to appreciate project relevance and implementation performance to take decisions for future actions. The evaluation seeks to analyze the relevance, effectiveness, efficiency sustainability and impact of the project. The evaluation should appreciate the achievement of outcomes compared to the planning, including the analysis of the initial conception, budget, activities, methodology and project management. Further, the terminal evaluation is intended to identify and document lessons learnt and to recommend actions to improve sustainability of project successes and actions that might improve design and implementation of future UNDP/GEF projects. The evaluation findings are expected to be used by UNDP, the GEF Secretariat, the Government of the Comoros, implementing partners and local communities who are the main stakeholders of the project and who like to know the project implementation performance to decide future actions.

1.2 Scope & Methodology

The terminal evaluation focused on the implementation of project activities and assessed its performance taking into account the expected outcomes, objectives and effects achieved using the evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact. The project is evaluated based on the relevance of its general objectives, and consistency with the main objectives of the GEF areas of intervention and with the objectives of UNDP. In addition, the extent to which the project specifically addressed the needs of final beneficiaries (most vulnerable local communities, specifically women) and institutional aspects have been also reviewed. Effectiveness analyzed the extent to which the project has achieved its expected outcome and objectives compared to the planned activities. Efficiency measured how the project used the available resources (financial, human and material) to achieve the expected results. The evaluation also analyzed the implementation progress from the point of view of partners and stakeholders involved directly or indirectly in the intervention. Sustainability has analyzed the results of the project from the perspective of sustainability of results after project closure, in particular the financial, institutional, socio-political, economic, environmental and ownership aspects. Under the impact criterion, it was reviewed whether the project achieved the environmental, economic, social and institutional changes envisaged at the start of the project. A performance rating was assigned to the main evaluation criteria. Finally, conclusions and lessons learnt and recommendations were drawn that could be taken into account in the context of this project and similar future projects. The evaluation was carried out in such a way to provide proven, credible, reliable and useful information.

Referring to the nature of the project and the TOR, this evaluation has applied a mixed methods approach using multiple data sources and a participatory approach by conducting semi structured interviews and gathering data directly from individuals and focus groups involved in the project. The information and data gathered by the different methods have been cross checked, analyzed and independently evaluated by the evaluation mission. Local data collection took place with all relevant stakeholders at capital level and local communities and stakeholders impacted in the 6 National Parks on the 3 Comorian islands Grande Comoré, Anjouan and Mohéli.

Particular attention has been given to the perception of local communities living in the National Parks and the project evolution since the midterm review (MTR) in April - Juin 2018. An evaluation matrix (annex 5.5) has been developed in line with the mission TOR and the « Guidance for conducting terminal evaluations of UNDP-supported, GEF-financed projects ». They guided the International Consultant (IC) of the TE mission.

Main evaluation methods were:

- **Documentation Review:** A desk review of relevant project documentation and other documents obtained from UNDP, the Project Coordination Unit (PCU), DGEF and project partners and documents collected by the consultant before the field mission (annex 5.4)

- Semi – structured interviews with key project stakeholders involved in project implementation: PCU, DGEF, UNDP, AFD, University of the Comoros, NGO, directorate of tourism ...) by skype and in Moroni and
- more widely, in the 6 National Parks on the 3 islands, with the largest sample of actors and stakeholders involved or concerned (National Park staffs, representatives of municipalities, community co-management committees, local population and administrations, local NGO and CSO, Regional Directorates of Environment) and through field visits of realizations in the 6 National Parks. The evaluation matrix and an interview guide had been used to solicit information from the different stakeholder groups. The semi-structured interviews were conducted using the interview guide, adapted to each interview with focus groups. To ensure the best possible evaluation participation of local stakeholders and final beneficiaries, the interviews were conducted with focus groups during the NP visits. All interviews were conducted using the participatory evaluation tool SWOT (Strengths – Weaknesses – Opportunities – Threats) and the findings were, after cross-checking with the other sources by the evaluator, incorporated in the report.
- After discussion of the initial evaluation results with the main implementing partners PCU and DGEF, a restitution of initial findings with all key stakeholders at the end of the field mission has been conducted to present, discuss and validate the key findings and recommendations of the evaluation mission. The restitution ensured that key stakeholders agree with the evaluation results and take the ownership and responsibility to implement the recommendations after the evaluation mission. Participant's comments and remarks are taken into account during report writing of this terminal evaluation.

1.3 Structure of the evaluation report

This report contains 4 chapters with their annexes and an executive summary following the evaluation report outline for terminal evaluations set up by the TOR and the UNDP and GEF directives for terminal evaluations. The executive summary presents the project summary table, the project description, the evaluation rating table and the summary of conclusions, lessons learnt and recommendations. The applied rating scales are in line with the <Directives for terminal evaluations of UNDP supported GEF financed projects>:

Rating scales

<i>Ratings for Relevance, Effectiveness, Efficiency, Overall Project Outcome Rating, M&E, IA & EA Execution</i> 6. Highly Satisfactory (HS): no shortcomings 5. Satisfactory (S): minor shortcomings 4. Moderately Satisfactory (MS): moderate shortcomings 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major shortcomings 1. Highly Unsatisfactory (HU): severe shortcomings	<i>Sustainability ratings:</i> 4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks
<i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)	

The introduction presents the purpose, the scope, the methodology applied and the structure of the evaluation report. The second chapter describes the project context and the project itself. The chapter 'Findings' gives the results of the analyses of the project and its results (project design, implementation, obtained results following the criteria of relevance, effectiveness, efficiency, sustainability and impact). The last chapter presents the conclusions, lessons learnt and recommendations for future initiatives.

2 Project description and development context

2.1 Comorian context

Socioeconomic context - The Union of the Comoros is a small island developing state (SIDS) subject to strong demographic pressure which results in intense exploitation of its resources at the limit of their support capacity. The demography is characterized by the youth of the population - 42% of the population is under the age of 14 - and a high density exceeding 395 inhabitants / km², making it one of

the most densely populated countries in Africa. The majority of the population is rural (72%) and unemployment rate for young people and proportion of the population living below the poverty line are high. The support of the diaspora made up of around 300,000 Comorians is important: remittances represented around 30% of GDP in 2017. Agriculture, including fishing and forestry, contributes 50% of GDP, employs 80% of the workforce, and constitutes the bulk of exports. The country's reduced economic base is based solely on three cash crop products (vanilla, cloves and ylang-ylang). The small size of cultivable areas limits production capacity, preventing any economy of scale. The country's geographical isolation, the small size of the internal markets and the geographical dispersion of the islands lead to considerable additional costs in terms of infrastructure, transport, supply and communications.

Environmental and biodiversity context: The Archipelago of Comoros consists of four islands situated in the Western Indian Ocean in the northern part of the Mozambique Channel, equidistant from continental Africa and Madagascar: Ngazidja (or Grand Comoro, 1,148 km²), Mwali (Moheli, 290 km²), Ndzuani (Anjouan, 424 km²) and Maore (Mayotte, 370 km²). The fourth island is under French administration. Altitudes attain 2,361 m, (Mont Karthala, an active volcano of Ngazidja), 1,595 m (Mont Ntringui at Ndzuani) and 790 m on Mwali. The 3 islands have a coast line of 340 km and are separated by deep waters of 300 m to 4000 m, giving each island a specific biophysical character. The climate is tropical with heavy rainfalls of 1,000 mm to 5,000 mm at the westside of Ngazidja in particular during summer. Ecological conditions are very heterogeneous in function of altitude, micro-climate and soils. All soils are very fertile due to the volcanic origin, but they are very vulnerable to erosion. The initially dense hydrographic net, is today significantly reduced due to deforestation and extension of annual crops. The Comoros and their territorial waters are characterized by a very rich biodiversity, including multiple endemics, migratory and threatened species. The country is part of the 35 critical conservation regions on the global conservation agenda and has 3 RAMSAR sites and 4 Important Bird Areas (IBA). Nevertheless, marine and terrestrial ecosystems are under considerable pressure, namely: habitat or land use modification, invasive alien species, overexploitation of natural resources, Climate Change and pollution. A single site, the Mohéli National Park, created in 2001 for its marine part and extended in 2015 for its terrestrial part, benefits from an official protection status before the project. Aware of the non-representativeness of PAs, the Government had planned the creation of at least one Terrestrial Protected Area and one Marine Protected Area on each of the islands.

International Designations for Sites in Comoros

Important Bird Areas (IBAs): A total of 4 IBAs were identified based on assessments conducted in 2001¹: Mount Karthala (21,000 ha), La Grille (2,600 ha), Mwali highlands (4,000 ha), and Ndzuani highlands (6,850 ha). These sites include 9 globally threatened bird species, of which 3 are critically endangered, 10 endemic species, 52 migratory species, and numerous restricted-range species. All restricted-range species occur in the forest, largely in the uplands where there is forest remaining, apart from *Zosterops mouroi* which is now confined to the higher-altitude heath zone of Mt Karthala on Ngazidja. Colonizing ('pioneer') forest on recent lava-flows on this mountain may be an important habitat for some species, e.g. *Otus pauliani*. The distribution of species across the islands is not uniform, with each island having its own endemic species (five on Ngazidja, one on Mwali, and three on Ndzuani). Mt Karthala is the most important area ornithologically, four species being restricted to this one mountain alone; all the other multi-island, restricted-range species as well as *Nesillas brevicaudata* (which occurs more widely on Ngazidja) also have significant populations there, further emphasizing its importance.

Ramsar sites: There are 3 wetlands of international importance in the Comoros covering a total area of 16,032 ha: the Dziani-Boundouni Lake (Mwali, 32 ha), the Karthala forest (Ngazidja, 13,000 ha) and Mount Ntringui (Ndzuani, 3000 ha). These sites are included in existing and future protected areas.

Alliance for Zero Extinction (AZE): Three (03) sites have been listed in the AZE list, namely Mount Karthala, Mwali highlands and Ndzuani highlands. They coincide with the IBAs and all 'Red-listed' species that triggered the listing belong to the AVES taxon. This indicates the need to look at other biodiversity values and how the PA system will protect them.

Other: Comoros is part of the CI Biodiversity Hotspot 'Madagascar and the Indian Ocean Islands' and of the WWF Global 200 ecoregion #234 (West Madagascar Marine - Comoros, Madagascar, Mayotte and Iles Glorieuses (France), Seychelles).

¹ BirdLife International (2012) Endemic Bird Area factsheet: Comoro Islands. Document consulté le 25/04/2012 de <http://www.birdlife.org>

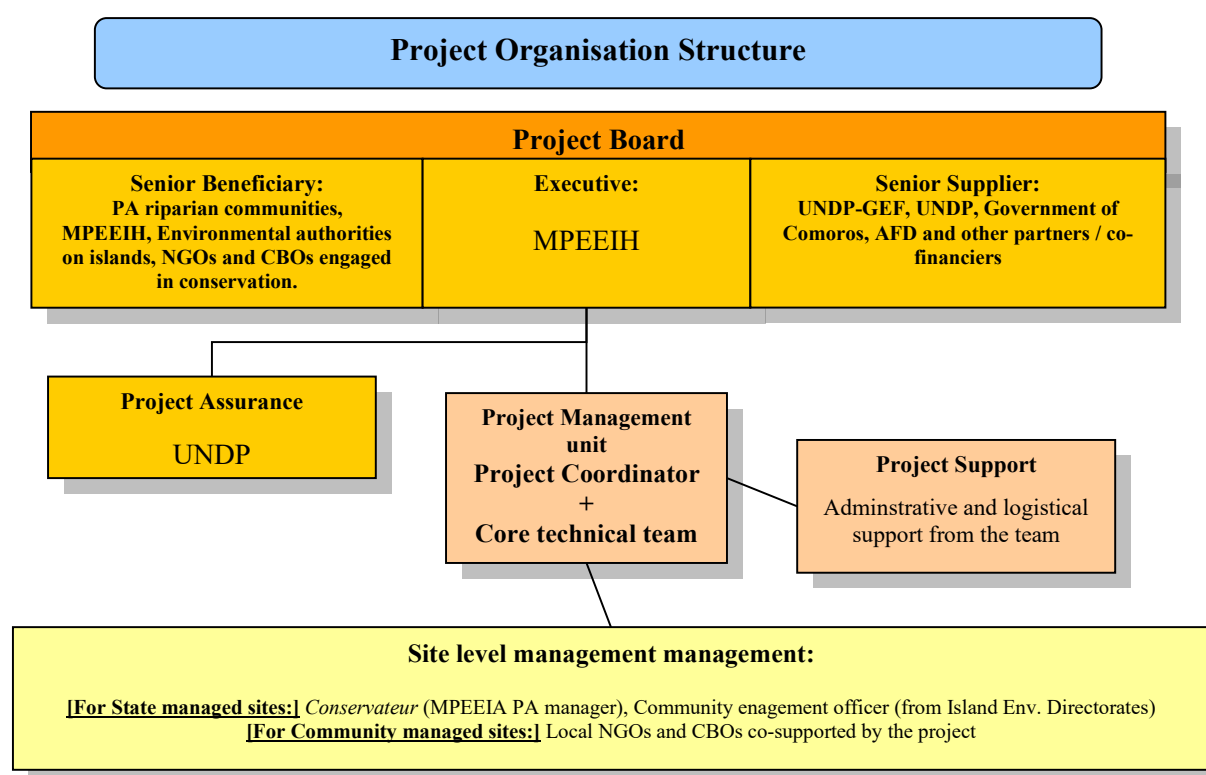
2.2.

2.2. Project start and duration

The project « Development of a national network of terrestrial and marine protected areas representative of the Comoros' unique natural heritage and co-managed with local village communities » has been approved by the GEF Secretary on 15th September 2014 (the PPG phase took place in 2012/2013) for a duration of 6 years (initially planned start was January 2015) and an amount of USD 4,746,000 financed by GEF (GEF-5, USD 4,246,000) and UNDP (USD 500,000, TRAC). Execution is ensured by the General Direction of Environment and Forests (DGEF) and UNDP is in charge to ensure project implementation.

Project implementation start was delayed due to government changes. The PRODOC has been signed by all partners on 21st April 2015 and the National Project Coordinator (NPC) has been recruited in December 2015. The inception workshop took place on 24th March 2016 and the new project end is scheduled for December 2021. The Project Steering Committee (PSC) was created by the order N° 016-036/VP-MAPEATU/CAB of 14th October 2016 and met six times until February 2021 (3/2016, 10/2016, 12/2017, 12/2018, 2/2020 and 2/2021).

The project has following organization structure:



2.3 Problems that the project sought to address

Threats to biodiversity in Comoros can be classified within the following categories: (i) Habitat / land use change; (ii) Invasive Alien Species; (iii) Overexploitation; (iv) Climate Change and (v) Pollution, the main threat being the loss of forest habitat to encroaching agriculture. The poor development of economic activities and the dependence of mainly rural communities on natural resources for their livelihoods induce a strong human pressure on resources. This pressure is often exerted through the use of unsustainable and even destructive farming and fishing methods, such as slash and burn, fishing on foot on coral reefs or using Tephrosia. Moreover, the limited territory increases the intensity of population pressure and contributes to intensive exploitation of resources, conversion of vegetation cover and loss, degradation and fragmentation of habitats.

The long-term solution sought by the Government of Comoros is: (i) the establishment of an ecological representative PA system with management capacity, a clear legal and institutional framework, and adequate financial resources and (ii) successful models for effective PA management and community co-management.

2.4 Immediate and development objectives and expected results

The project seeks to contribute to achieving the UNDAF Output 1.3: The country counts on a terrestrial and marine protected area system co-managed with local communities and develops economic activities compatible with conservation objectives [from UNDAF 2015-2019].

The project objective is « To establish an expanded and functional system of protected areas (PAs) in the Union of Comoros, representative of the country's biodiversity endowment and with good prospects for a sustainable future ».

The project has 2 components with 8 expected project results (outcomes):

Component 1: PA system strengthened through expansion and capacity building

- Outcome 1:** A new legal framework for the management of the PA system is approved and its institutional structure is formalized
- Outcome 2:** Capacity / PA agency staff at various levels and key members of communities and associations involved in PA collaborative management are capable of fulfilling their mandate
- Outcome 3:** PA expansion / A more representative system of PAs emerges, based on a PA system gap analysis and baseline studies, with the formulation of a 'PA System Strategy' and the legal gazettal of terrestrial PAs and MPAs
- Outcome 4:** PA system finance

Component 2: Site level PA operationalization

- Outcome 5:** PA management is strengthened at the site level so that individual PAs become more effective 'biodiversity storehouses'
- Outcome 6:** Resource use governance: Clarity on land tenure for terrestrial PAs and on seascape use-rights for MPAs ensure the ecological integrity of protected sites, with effective mechanisms for mediation and conflict resolution in place and operational in target PAs/MPAs
- Outcome 7:** Tourism: A realistic plan/strategy for developing sustainable eco-tourism activities in PAs/MPAs (or linked to them) is put forward and implemented
- Outcome 8:** Livelihoods: A livelihoods programme is developed and implemented for the benefit of PA/MPA adjacent communities

2.5 Main stakeholders

During the project preparation stage (PPG) in 2012/2013, a stakeholder analysis was undertaken. Main stakeholders are :

- Institutions of the Government of the Union, in particular the General Directorate of Environment and Forests (DGEF) being the implementation partner, and institutions in charge of tourism, fisheries, land management and infrastructure, agriculture and animal husbandry, police, courts and justice and the National Assembly
- Autonomous Island Institutions
- Village communities and CBOs concerned by the creation of PAs
- Local authorities
- Professional associations and unions
- Media
- Academic and scientific institutions
- Private sector
- UNDP office

3 Findings

3.1 Conception/projet elaboration (Relevance)

National priorities and country driven-ness

The project is consistent with all national environment policies and the international environment engagements of the Comoros. Conservation and valuing of marine and terrestrial ecosystems is a priority declared by the Government of the Union of Comoros in the Strategic Program Framework for 2011-2016. The project supports the implementation of the Poverty Reduction and Growth Strategy Paper (PRGSP) (2009), the National Strategy and Action Plan for Biodiversity Conservation (2001), the Priority Action Plan for Forestry Development (2011) and helps the Government to respect their engagements under the United Nations Convention on Biological Diversity and to meet the Aichi Biodiversity Targets.

The project is still in line with all recent policies. It contributes directly to SDG 14 and 15. The national strategy for rapid economic and sustainable development (stratégie nationale de croissance accélérée de développement durable (SCA2D)) 2018-21 and the new Emerging Comoros Plan (Plan Comores Emergentes (PCE)) with horizon 2030, gives priority to green and blue economy, food security, adaptation to climate change, sustainable natural resources management and protection of terrestrial and marine ecosystems in the development policy of the country. Ecosystem resilience and restoration are important axes of the National Determinated Contribution (NDC) of the Comoros to combat climate change.

Theory of change and analysis of Results Framework (Project logic /strategy; Indicators)

Horizontal and vertical logics of the Strategic Result Framework (SRF) are coherent and relevant. The expected outcomes of component 1 will create the enabling framework conditions for effective PA management at site level and benefice creating for local communities (component 2). The complexity of the management of a PA network is taken into consideration by addressing all aspects of systemic, institutional, financial and individual capacities at all levels, by integration of adapted specific actions to obtain the expected outcomes and by integration of multiples partners and actors at all different levels. This theory of change is complete, comprehensive and relevant.

Indicators

The project strategic result framework (SRF) includes 18 project indicators, addressing (1) legal, institutional and financial framework conditions at national level and PA operationalization at site level, measured by ten indicators using METT scorecards, (2) environment health, measured by six indicators addressing stability of key species and ecosystems and (3) socioeconomic aspects, measures by two indicators, addressing perception changes for PA by local communities and income generating by environment friendly IGAs. These indicators are relevant; however, their formulation shows some weaknesses:

- Using only METT scorecards to measure the indicators 1 to 10 seems to be insufficient to appreciate in particular PA threats and PA management effectiveness. A clear definition of 'effectively and equitably managed PA' (indicator 3) is not given.
- The ecological indicators for invasive species, coral reefs, seagrass beds and mangroves are very difficult and expensive to be measured on a regular basis. Their monitoring requires expensive field studies by specialized research institutions. Furthermore, these indicators are influenced by other factors, outside the influence of the project.
- The socioeconomic indicators (17 and 18) are difficult to be measured, they are not SMART. Establishment of quantitative measurable values is nearly impossible.

Assumptions and risks

Relevant risks and assumptions had been identified during the project identification phase. At this time RNAP had 9 risks, including 4 high and 3 moderate risks and all are important. A consistent plan for risk mitigation measures is available in the PRODOC.

Gender equality and women's empowerment

Importance of women in the Comorian society, in particular for the livelihoods in rural areas, is taken into account in the PRODOC. Specific activities and actions pour their benefice and their empowerment

are foreseen. However, project outcome indicators are not disaggregated by gender in the PRODOC. This information occurs only in the more detailed Annual Workplans (AWP), Annual Technical Reports and the annual Project Implementation Reviews (PIR).

Social and Environmental Safeguards

An UNDP Environmental and Social Screening (ESSP) of the project has been done in May 2014. It describes in detail adequate project activities and /or risk mitigation measures for the 4 identified relevant screening issues concerning (1) development activities in protected areas, (2) fish harvesting, (3) impact on women and poor populations by restrictions of natural resource use and (4) land tenure systems.

Lessons from other relevant projects (e.g., same focal area) incorporated into project design

Several other projects, most supported by institutions of the United Nation System and GEF, are mentioned. However, description of the integration of their lessons learnt is superficial and not clear in the PRODOC. Exception is the planned replication by RNAP of the successful co-management approach of the since 2001 existing and actually AFD supported National Park Mohéli.

Planned stakeholder participation

The project design was a highly participatory process. The stakeholder involvement plan of the PRODOC is satisfactory (S), including strong implication of local communities, CBOs, local governments in decision making and coordination mechanisms at national and local level. All main stakeholders are included in the Project Steering Committee (PSC). Coordination with other national and regional initiatives was planned.

Linkages between project and other interventions within the sector

The PRODOC mentioned to build on the experiences of the 'OCB Project' (Capacity development and promotion of CBO volunteering as a model for involvement of village communities in achieving the MDGs in the Comoros, financed by UNDP); and the multi-partner 'ECDD Project' (Community engagement for sustainable development). They have focused on terrestrial sites and at least the OCB project had in view steps towards creating three national protected areas and three community reserves, and on developing national capacity for environmental management. However, the linkages with other projects, in particular outside the UN system, are not much developed. Experiences of the actually by AFD financed National Park Mohéli are only incorporated at financial and local community involvement level, the implementation experiences and needs are poorly reflected in the PRODOC.

Management arrangements

The project is nationally implemented (NIM) by the Ministry of Agriculture, Fisheries and Environment (MAPE, formerly Ministry of Production, Energy, Environment, Industry and Handicraft), in line with the Standard Basic Assistance Agreement (SBAA, 27 January 1976) between the UNDP and the Government of the Comoros. All payments are done directly by UNDP. Direct implementation partner is the General Directorate of Environment and Forests (DGEF), being the National Project Director (NPD). A Project Coordination Unit (PCU) undertakes the daily project management. The PCU includes the National Project Coordinator (NPC), responsible for Annual Work Plan (AWP) implementation, and his core administrative and technical staff. At National Park level, a core project team of a Conservator, a community mobilisation officer and ecoguards ensures NP management.

This management arrangement is operational without major challenges or delays at central level. However, NP teams have until now no autonomy to manage NP funds and activities and this hampers sometimes their operability. Management autonomy of NP is foreseen in the decrees creating officially the National Parks, but the decrees are still awaiting signature by the President of the Comoros to enter into force.

TE rating:

The project conception is consistent and **Satisfactory (S)**. However, the conception is much too ambitious and not realistic regarding necessary time for legal and institutional changes and needed budgets for construction /rehabilitation work for basic National Park infrastructures and logistics. This impacts the degree of attainment of expected project outcomes and products. The Strategic Result Framework (SRF) has some weaknesses in the indicator formulation. An indicator for ecotourism (outcome 7) is missing, ecological indicators (11 to 16) are difficult and very expensive to be measured regularly, socio-economic indicators (17 and 18) are not SMART and using only the METT scorecards for the indicators 1 to 10 seems to be insufficient to appreciate the progresses objectively.

3.2 Project implementation

3.2.1 Effectiveness

Achievement of project outcomes

(For details see annex 5.7.2)

Component 1: PA system strengthened through expansion and capacity building

Outcome 1	Expected Products
A new legal framework for the management of the PA system is approved and its institutional structure is formalized	1.1 Legislative and regulatory tools to plan, create, manage and supervise protected areas of the Comoros are updated, consolidated and harmonized with those that are affecting PAs.
	1.2 Institutional entity in charge of the PA system is established

The law on the national system of protected areas has been promulgated by Presidential Decree No. 19-125PR in November 2019. The Council of Ministers have approved in October 2020 five decrees, creating officially 5 new National Parks. The signature by the President is still pending, but expected for end of September 2021, to become legally binding. The 5 new National Parks include all sensitive ecosystems, RAMSAR sites and IBA foreseen in the PRODOC. The National Parks are:

Name of the NP and island	Total surface (ha)	Terrestrial surface (ha)	Coastal and small island surface (ha)	Marine Surface (ha)	Type
Moheli (Mwali)	44,922	4,522	3,725	36,675	Marine/coastal/terrestrial (exists since 2001, AFD supported)
Coelacanth (Ngazidja)	9,276		861	8,415	Marine/coastal
Karthala (Ngazidja)	26,214	26,214			Terrestrial
Mitsamiouli-Ndouré (Ngazidja)	2,314		457	1,857	Marine/coastal
Shisiwani (Ngazidja)	6,500			6,500	Marine/coastal
Ntringui (Ngazidja)	11,700	11,700			Terrestrial
Total	100,925	42,436	5,043	53,447	

The Agency for National Park management has been created in 2020 and the first General Assembly in October 2020 has validated statutes governing the Agency and the internal regulations.

The environmental fund for management of the PAs (FEC) was established in 2017 and an Executive Director has been nominated in 2020. AFD and UNDP agreed on a financial support for 2021 and 2022 for basic functioning of the FEC board.

On NP site level, operational management units, composed of a Conservator, community mobilization officers and ecoguards are established. Actually, 71 persons are directly employed in the five new parks and 50 persons of the NP staff (>70%) have been recruited from the local communities. 56 village co-management committees and five PA steering committees composed of 50% women, have been set up and over 70 co-management arrangements, regulating natural resources use, are already signed between the NP, local communities and local authorities. Local communities participate actively in control of respect of the co-management arrangements.

Impressive progresses have been made at NP and local community level. However, the Agency creation and the operationalization of the FEC, came in too late to ensure development of their full operationalization during project life. Concerning the Agency, a law addressing foundations to allow independent fund raising is still under preparation and the Agency has no staff. Functioning is actually ensured by the RNAP staff and depends on project funding.

The FEC operationalization remains a challenge. Following the recommendations of the international consultants to use the FAPBM in Madagascar as a partner of the FEC to house and manage its future

endowments has been finally not feasible and the project lost over 2 years' time. Furthermore, the post of the Executive Director is again vacant as the Director died in September 2021. Up to now, no mechanism allows fund raising.

Legal tools need to be developed. In particular application decrees of the law on the national system of protected areas, clarification of competences of ecoguards and land tenure questions in new terrestrial National Parks are missing and need clarifications.

The expected products and the outcome are partly achieved.

Outcome 2	Expected Products
Capacity development: PA agency staff at various levels, technical staff involved within Environment Directorates (Union and islands) and key members of communities and associations involved PA co-management are capable of fulfilling their mandate	2.1 An accessible information system for monitoring, analysing, mapping and disseminating various information/data across the PA system supports adaptive management of protected areas at system and site levels.
	2.2 Adequate training on various aspects of PA management is provided to key stakeholders and actors involved
	2.3 Development and implementation of a strategic communication plan

A detailed training plan had been developed in 2017, addressing all categories of stakeholders and multiples technical and organizational and communication disciplines. Important relevant trainings have been done for the whole NP staff, involved staff from DGEF and Regional Environment Directorates and over 680 persons coming from the local communities. Since COVID, trainings for NP management are still ongoing through IUCN webinar modules.

The technical knowledge level is today sufficient for basic NP management, but due to cancellation of key strategic posts since 2018, capacities are lacking today for elementary tasks as ecological monitoring, M&E, national and external communication, GIS and information management. The planned information management system (2.1) has never been implemented and relevant information from other initiatives remain dispersed and little explored.

The expected products and the outcome are partly achieved.

Outcome 3	Expected Products
PA expansion: A more representative system of PAs emerges, based on a PA system gap analysis and baseline studies, with the formulation of a 'PA System Strategy' and the legal gazettal, with the project's help, of terrestrial PAs and MPAs,	3.1 The development and adoption of a strategy for the expansion of the PA system
	3.2 The drafting of legal dossiers that will be submitted for approval
	3.3 The demarcation of sites on the ground.

The strategy was approved in October 2017 and 5 new National Parks have been created (final signature by the President in attendance), increasing the terrestrial surface from 19,895 ha to 50,500 ha (27% of the terrestrial surface) including the terrestrial extension of the NP Mohéli. The marine protected surface increased from 36,675 ha to 58,490 ha (4,49% of the marine surface). Additionally, Mohéli Island was awarded the status of UNESCO Biosphere Reserve (MAB) in October 2020.

NP demarcation is done following a participatory approach on the paper, but physical demarcation on the ground is still pending. The linkages between the 6 National Parks need still more development to become a NP network.

The expected products and the outcome are partly achieved.

Outcome 4	Expected Products
PA system finance	4.1 Assessment of PA system financial needs and existing financing sources and development of a financing plan
	4.2 Establishment of a Conservation Trust Fund
	4.3 Operationalisation and Fundraising activities for the Conservation Trust Fund

	4.4 Design and implement a pilot Payment for Ecosystem Services program with Energie d'Anjouan (EDA)
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The financial need assessment study has been done. Several partnerships and co-financing have been developed and realized (annex 5.7.3) and local communities contribute significantly in nature to NP activities through the co-management agreements. The PN Mohéli, out of scope of the RNAP project, has furthermore developed interesting partnerships with the international private sector and research institutions and had already a certain capacity for independent fund raising. This might be a model for future development of the 5 new National Parks, created through RNAP.

However, the Conservation Trust Fund and fundraising activities are largely not realized, partly due to the under outcome 1 described reason for delay of the FEC. FEC progress is not significant since project start. Other fundraising or financing mechanism have not been developed and even the small governmental budget, foreseen in the annual laws of finance, has never been mobilized during project implementation. Co-financing and partnerships are important for NP and project activities (awareness raising, trainings, ecosystem restoration works, IGA). However, most contributions are in nature and/or depending on funding through other temporary projects and they concern, with exception of AFD funding the NP Mohéli, never basic functioning (staff salaries, equipment, recurrent operational costs) of National Parks. The PA system finance remains the principal critical challenge.

Component 2: Site level PA operationalization

Outcome 5	Expected Products
PA management is strengthened at the site level so that individual PAs become more effective 'biodiversity storehouses'	5.1 Infrastructure essential for PA operation is built or renovated
	5.2 PA sites are equipped
	5.3 PA management plans are developed and implemented
	5.4 Implementation of ecosystem management in sites: e.g. strict conservation of critical habitats and cost-effective restoration of others where needed (including clearing of Invasive Alien Species)
	5.5 PA surveillance is ensured with the participation of environmental associations and riparian communities
	5.6 Cooperative agreements with local CSOs for PA collaborative management are effective and joint PA management committees are supported
	5.7 Long-term ecological monitoring program to assess the management effectiveness of the PA system

Important construction and renovation work have been done to build NP and PA agency offices and to render them operational with the necessary equipment. Infrastructure needs have been enormous and RNAP managed to build 4 completely new NP offices and to renovate 2 buildings given to the National Parks by local CSO and to renovate partly the DGEF main office. All these bases are equipped with solar systems, water supply, motorbikes/cars/boats and all needed office equipment, financed through UNDP additional funding. PA management plans for the 5 new NP have been elaborated in a very participatory way, revised to be conform to IUCN standards and are approved. Regular ecosystem restoration work (beach cleaning, tree planting), NP surveillance and control of respect of co-management agreements are done in closed cooperation with the community co-management committees. This is possible with reasonable costs due to the very successfully implemented approach of information / awareness raising and co-management with local communities.

Significant progresses have been made. However, some problems persist due to largely finance related. Despite the huge investments in NP infrastructures and equipment, the NP infrastructures are not all sufficiently operational: (1) PN Mont Ntringui has no electricity since 6/2021 because the solar system has an unrepaired technical problem and communication with the NP office is impossible as there are no internet and no mobile phone net at this location ; (2) NP Coelacanthé has only few hours a day electricity because the solar system is insufficient for the building, (3) PN Shissiwani uses a building given by a local CSO but NP staff has no budget to pay the electricity bill and (4) the terrestrial PN Karthala, with 26,214 ha the largest new NP, has only one functioning motorbike for transport to ensure surveillance and all other NP tasks. NP management plans are developed, but until now, they do not serve as workplans for the NP staff. Their activities follow the AWP of RNAP. Application of the foreseen strict conservation of critical habitats in the NP is not done. Awareness raising to leave voluntarily these areas is done, but it's insufficient, the land users reclaim compensations. Land tenure questions in the new terrestrial NP remain a critical issue and RNAP has made no progress concerning this item.

Ecological monitoring is only partly done (for turtles and Livingstone fruit bats) and without a common data collecting protocol because of insufficient financial and sometimes human resources. Expected contributions to ecological monitoring from project partners are only partly realized. DAHARI is effective in regular Livingstone fruit bat monitoring, but AIDE is unable to fulfill their mandate to monitor regularly coral reef health in the ten survey stations. Their interventions depend most time on funding through other initiatives and funding is not always ensured. Actually, the community co-management committees are very motivated, but there's no mean to keep this motivation high, even not for payment of some necessary expenses as hiring a lorry to transport collected garbage to the landfill site after beach cleaning or to offer a snack to the volunteer workers.

Enormous investments and great progresses on community level have been made for this outcome. However, further efforts are necessary to fully operationalize the NP for all basic tasks, in particular for ecological monitoring, surveillance and enforcement of regulations in terrestrial NP and long-term motivation of co-management committees.

Outcome 6	Expected Products
Resource use governance: Clarity on land tenure for terrestrial PAs and on seascape use-rights for MPAs ensures the ecological integrity of protected sites, with effective mechanisms for mediation and conflict resolution in place and operational in target PAs/MPAs	6.1 Land / sea and resource use rights surveys
	6.2 Negotiations in view of securing long-term use rights

Surveys of resource use have been done in the early project stage. Environment friendly sea and land use technics and prohibition of destructive practices are part of the community co-management arrangements. Some communities have benefitted from trainings and material support for more sustainable fishing practices. Installation of fishing zones with temporary closing of some areas for fish stock regeneration is a widely accepted new management model in the marine NP. The co-management committees ensure surveillance of respect of the local regulations, try to mediate conflicts and people who do not respect the prohibitions (turtle poaching, cutting of protected trees, fishing with nets or during the closing period, etc.) are stopped by the co-management committees and handed over to the police or to the NP managers. The NP communities are on different stages, but some local communities have already elaborated local penalties in case of not respecting the local regulations. In one case (PN Karthala) the community has built 2017 with their proper resources a long gravel road, crossing the sensitive primary forest area of the NP, to access their fields and for ecotourism purpose. They control with success access to this road and very few damages due to easy access are observed in the sensitive forest area of the NP.

These are positive successful local initiatives for management of land and sea use, even if the legal basis for these arrangements is not yet clear. But important challenges exist still for land use questions at higher level. A road crossing the sensitive forest area of NP Mont Ntringui has been built in 2017 , availability of EIA is unknow of partners and significant new agriculture infiltrations and new stable constructions are observed along the road in the sensitive area of the NP. Two concessions for hotel complex constructions within the NP are given without consultation between the investors and local communities or the NP managers. Availability of EIA is unknown and one construction is already one the way in an area where turtle pounding has come back recently. Furthermore, existing regulations (forestry code, fishery code) have been poorly applicated in the past and the question how to deal with people cultivating since long times in the forest areas has not yet a clear respond. Another important issue to note is the fact of missing coordination between development initiatives. For example, builds water tank for agriculture development along the road in the sensitive forest area in the NP Mont Ntringui.

Outcome 7	Expected Products
Tourism: A realistic plan/strategy for developing sustainable eco-tourism activities in PAs/MPAs (or linked to them) is put forward and implemented, with full	7.1 Environmental and social guidelines are developed for the development of tourism linked to PAs.
	7.2 A strategic plan for the development of sustainable tourism across the PA network is elaborated.

support from PA co-managing communities and investors	
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This outcome had not advanced at MTR stage and following the recommendations of the MTR, no activities have been done by RNAP since this stage in 2018. Some trainings for tourist guides were done and the UNDP-SGP financed some community managed tourist camp sites. Out of the scope of RNAP, the PN Mohéli has developed an interesting partnership with the private ecotourism sector which has created significant direct and indirect local employments and win – win cooperation agreements with local communities in favor for environment protection (paid beach cleaning).

Another observation is that community managed tourism camps (financed by UNDP-SGP) suffer all from internal management problems. Very few sites are operational, most are not used.

Outcome 8	Expected Products
Livelihoods: In collaboration with project co-financiers and other development partners, a livelihoods programme is developed and implemented for the benefit of PA/MPA adjacent communities in support to collaborative PA management efforts by these stakeholders	8.1 Development of a sustainable livelihoods programme
	8.2 Implementation of the sustainable livelihoods programme

Studies on needs and opportunities have been conducted in the early project stage and several IGA have been implemented in cooperation with the project partners (UNDP-SGP, NGO as Dahari and ARAF, UNDP project watershed management).

However, budget constraints have not allowed to implement the IGA activities as initially indicated to the local communities. Project support (materials) to implement more environment friendly practices after the trainings have been much less than expected by the local communities. Some IGA have been realized, but the number of benefitting persons directly concerned by natural resources use regulations in the NP is too low to accelerate significantly changes in destructive natural resource use practices. Additionally, some by RNAP implemented IGA are not convincing to contribute to alternative livelihoods. For example, giving 5 fruit trees and 10 banana plants to a farmer is largely insufficient to impact the livelihood. Another observation is that the realized IGA are not innovative and nearly all based on natural resources exploitation. The last observation concerns a lack of synergies/ cooperation/ coordination with other development initiatives in particular outside the UN system. Sometimes identic actions, in the same locality with the same intermittent NGO and the same local communities, are implemented by other projects in the field of climate change or sustainable rural development/ agriculture without any exchange between the projects (for example EU funded subventions to local NGO in the frame of the Global Climate Change Alliance).

The expected products and the outcome are only partly achieved. Realized IGA are insufficient and follow more existing opportunities than a planned program to create significantly alternative livelihoods. Creating real income generation alternatives for NP affected communities in cooperation with all partners of the NP must be a future priority to obtain a significant change of natural resources use practices.

TE Rating:

Despite the mentioned challenges and problems, RNAP has realized impressive progresses compared to the starting point, in particular at local community level. The expected products and outcomes have been much too ambitious, not realistic since the PRODOC formulation and the overall effectiveness is **Satisfactory (S)** with exception of outcome 4 (PA finance system).

Adaptive management (changes to the project design and project outputs during implementation)

Project implementation faced 3 main challenges: slow government processes to establish the legal and institutional PA frameworks, an insufficient budget to implement all planned activities and the COVID crisis. The adaptive management responds have been:

1) Significant delays in government processes to establish the legal and institutional PA frameworks for the official creation of the new National Parks, establishment of the Agency to manage the network of National Parks and to render the Conservation Trust Fund (FEC) operational.

Project staff has focused on information / awareness raising at local community level, establishment of PA co-management committees and negotiation / and elaboration of co-management agreements with concerned local communities in the planned Protected Areas, even without an official legal basis for the new National Parks.

2) Budget shortcomings, already visible in 2018, due to significant underestimation in the PRODOC of real costs and needs for basic NP infrastructures, logistics and consultants for the foreseen studies.

Solutions:

Given the importance to have basic infrastructures (workspace) and equipment in the new NPs, budget shifts have been done in 2018 in favor of component 1, reducing funding for component 2 and project management. The UNDP country office mobilized additional funding of 600,000 USD , in particular for necessary equipment (solar systems, office furniture ...) and project functioning in 2020 and 2021. Additionally started the formulation process of the follow-up GEF financed project already in 2019 as it was visible that's impossible to do all planned activities of RNAP. Further adaptations have been a strong and partly successful engagement to mobilize new additional funding through other projects and the significant reduction of management costs through cancellation of expert posts in the PCU. These measures help to solve the financial challenges, but consequences for component 2 and project management have been important. Remaining funding for NP functioning (staff, logistic) became insufficient to ensure priority tasks of a NP, IGA have not been realized as initially announced at community level and ecotourism activities have been completely dropped off. Despite a multidisciplinary staff, important strategic tasks became secondary (ecological monitoring, external communication /visibility to interest potential international partners, management and valorization of information).

3) COVID

Sanitary meeting and travel restrictions impacted staff trainings and obligatory project management meetings in 2020 and 2021. An adapted solution has been to improve internet access of all NP staff to continue their trainings through IUCN webinar training modules for PA management. Important management meetings, including the 6th meeting of the Project Steering Committee in March 2021, are done successfully in video-conference.

TE rating:

Adaptive management is **Satisfactory (S)**. It was a good decision to start information /awareness raising and discussion of co-management arrangements with local communities early as these are long processes. On the other side, the TE mission estimates that the chosen prioritization of expenses due to the significant project budget challenges have been a strategic error.

Actual stakeholder participation and partnership arrangements

Stakeholder participation is very good at local community level because of very successful application of the co-management approach. Local communities participate actively in surveillance and ecosystem restoration work in NPs. Local CSO gave the sites and two times even the buildings for the NP headquarter offices. Multiple partnership and co-financing agreements are signed with state services, NGO and research institutions (University of Comoros) and in particular the UNDP-SGP have been mobilized to finance 17 micro-projects for income generating activities (IGA). Joint actions for fisheries surveillance are done with the coast guards. Media (local radio, television, social media) are systematically involved in all important project events to ensure communication. All main stakeholders participate in the Project Steering Committee (PSC) which meets regularly once a year.

However, most of the co-financing and partnership agreements include only a contribution in nature and often in dependance of other, not secured project fundings. Partnership agreements are very vaguely formulated and can't ensure the effective expected contribution of the partners. Potentials for partnerships/cooperation agreement with other projects, in particular outside the UN system are still underexploited and insufficient communication creates sometimes contradicting interventions in particular at inter-ministry level. The relevant other government institutions, in particular these in charge of tourism and infrastructure development, are all members of the PSC, but the meetings of the PSC are not used to ensure good coordination. Conflicts of interests and contradicting interventions are observed between biodiversity conservation objective of MAPE and tourism development and road construction initiatives. The foreseen private sector involvement is not yet realized for the RNAP project, the 5 new NP are not yet attractive enough for private investments in environment friendly activities

which create benefice for local communities or the ecosystems. Private sector involvement (ecotourism, reforestation) exists only in the NP Mohéli, out of the scope of RNAP.

Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)

The Monitoring and Evaluation framework, part IV of the PRODOC, is in line with usual requirements for UNDP projects, financed by GEF. The indicators are broken down and affined in the AWP and a monitoring plan and the instruments to collect PA site information and their return to the PCU are in place and serve to establish the periodical reports of the project and the PIR. This basic M&E design at entry is satisfactory.

However, M&E implementation shows several important challenges. Several are a consequence of weaknesses in the indicator formulation (see chapter 3.1).

- Monitoring of ecological indicators is done on a regular basis only for 2 key species (Livingstone fruit bats, indicator 16 and turtles, indicator 11). Monitoring of the other ecological indicators is largely hampered by insufficient financial resources for surveys and absence of specialized staff at National Park side and at central level (PCU) since 2018. Expected contribution to ecological monitoring by project partners are only partly realized as their interventions depend on financing through other projects and on their specific interest zones which are not always identic with the target zones of the project. For example, AIDE has an official mandate to ensure for the Government of the Comoros and the COI (Commission of the Indian Ocean) annual monitoring of coral reefs health at 10 survey stations covering the 3 islands. But financial constrains allow only the surveys at few stations per year, depending on mobilization of survey funding through other projects. Important recent ecological data in the new NP are missing, the existing recent data are dispersed in several institutions and the sporadic surveys do not follow a harmonized data collection protocol. An objective appreciation of these indicators and the ecological health of the new NP is impossible. TE finds that the knowledge of ecological health is essential for National Parks to justify their existence and to take management decisions.
- Another challenge of the M&E system at project level is that monitoring and reporting are limited to implementation of the activities foreseen in the AWP. Nearly no monitoring is done to follow the impact of the realized activities.
- The PRODOC planned information and knowledge management system has been initiated, but it has never been really implemented and updated since 2018. Since 2018 the NPC has no technical staff for M&E and data base management; these key management positions have been deleted and data management is reduced to basic information on AWP implementation.
- A system challenge for ecological indicators occurs in the PIR, using cumulative indicators.

Socioeconomic indicators have been monitored by two NP perception surveys done on community level in 2018 and 2021 (indicator 17) and a listing of realized IGA (indicator 18). However, neither an interpretation of perception changes is done in the indicator required analysis of impact of IGAs on income of local communities. Socioeconomic monitoring is limited on realization of planned activities of the AWP without impact monitoring of the activities.

Monitoring of financial planning and expenses has been insufficient by all main actors, creating the difficult situation where the project had used the whole GEF budget already in 2019 and important adaptation measures became necessary.

The midterm review (MTR) in April – June 2018 formulated 9 recommendations. At TE stage, 4 recommendations have been threatred, 4 are reported to the follow-up project in preparation (PIMS GEF ID 10351) and one, concerning management autonomy of NPs, is part of the decrees for official creation of the NPs which are still awaiting the signature by the President. 4 recommendations of the MTR have been integrated in the UNDP ERC (Evaluation Resource Center), key actions to respond have been formulated and completed or initiated through inscription in the new follow-up project. Use of MTR recommendations is done, but the most critical points are not addressed in the second half of project implementation but they are reported to the new follow-up project.

The TE mission rates the monitoring and evaluation system **Moderately Satisfactory (MS)**. The initial conception had some challenges in indicator formulation, but significant important challenges exist in M&E implementation. Implementation of the monitoring plan lacks availability of recent measurable data

for several ecological indicators, essential for PN management, and socio-economic indicators. Missing availability of specific staff and necessary budgets for monitoring and, most important, missing capacities for data analyses/ interpretation and information/ knowledge management are significant strategic shortcomings for project management, motivating the TE rating.

Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)

Overall implementation by UNDP and DGEF are **Satisfactory (S)**. Project Steering Committee meetings are regularly organized by DGEF and DGEF reacts always in case of project needs. Needed signatures for administrative issues are always provided quickly. DGEF was further successful to mobilize some new projects to contribute to RNAP objectives. UNDP country office involvement is highly appreciated by the PCU. Additional to usual tasks as regular PIR redaction and project supervision, UNDP helped a lot to find solutions for the budget challenges of the project and has mobilized additional UNDP funding for the RNAP. UNDP has been further very helpful in negotiating acceleration of the needed legal changes, sometimes very slow processes and exceeding the mandate of the PCU. Financial flows between UNDP and the PCU have been always within reasonable two weeks.

Risk Management, including Social and Environmental Standards

Risks have been monitored, completed and reported during project implementation. The following table shows the new risks identified during project implementation and actual risk levels.

Risk Matrix

IDENTIFIED RISKS AND CATEGORY	IMPACT	LIKELIHOOD	RISK ASSESSMENT PRODOC	TE COMMENTS	RISK ASSESSMENT (TE)
<u>FINANCIAL</u> The absence of reliable financial flows to the PA system undermines the effectiveness of PA management beyond the duration of the project intervention	High	Very likely	H	This is still the most important risk. Communities, CSO and local partners contribute actively to PA management actions in nature, but financial flows to the PA system are up to now limited to project interventions.	H
<u>POLITICAL</u> Land tenure insecurity (due to the superposition of civil, religious and traditional laws) in areas designated for the creation of protected areas may become a barrier to the actual establishment and operationalisation of these areas and for the adoption of new, sustainable practices.	High	Likely	H	Co-management agreement with local communities include the interdiction of several destructive natural resources use practices and they are more and more respected. However, agriculture land tenure questions in the new terrestrial NP are solved and new agricultural infiltration and not sustainable practices (slash burning) remain challenges.	M
<u>INSTITUTIONAL</u> Institutional capacities are inadequate to manage the protected area system, especially after the expansion of the estate. Constraints of hiring in the public service do not allow the hiring of the staff required to the institutional development envisaged in the project.	High	Likely	H	NP staff is in place, but they are under project contract and not integrated in permanent institutions.	H

IDENTIFIED RISKS AND CATEGORY	IMPACT	LIKELIHOOD	RISK ASSESSMENT PRODOC	TE COMMENTS	RISK ASSESSMENT (TE)
<u>FINANCIAL</u> Government and local authorities and producers give priority to short term gains over the long-term intangible benefits of conservation when faced with rare economic opportunities (such as the increased demand for ylang-ylang essential oil on international markets) and invest heavily in the exploitation of resources without applying the requirements of sustainable development, and create undue pressure on land and water resources and remaining natural forests.	High	Likely	H	Risk remains high, some contradicting tourism and infrastructure development interventions are observed.	H
<u>ENVIRONMENTAL</u> Climate and natural disaster risks: Due to its geographical situation, fragile soils and volcanic activity (for Ngazidja), Comoros is prone to experience cyclones, heavy rains, landslides, habitat disruption and floods. In Ngazidja, this risk is exacerbated when rain does not seep into soils clogged by volcanic ashes.	High	Moderately likely	M	The risk persists. The cyclone Kenneth in 2019 has significantly damaged sensitive ecosystems	M
<u>OTHER</u> Gas development, including ongoing seismic exploration surveys pose varying degrees of threat to cetaceans, marine turtles and fish; and potential exploration and appraisal surveys involving drilling operations, increase risks of spills and pollution to the marine and coastal habitats	High	Moderately Likely	M	No activities have been mentioned during the TE mission.	L
<u>STRATEGIC</u> The socio-economic context is unstable and not conducive to the emergence of environmental awareness within the population that is not willing to change their behavior and unsustainable use of natural resources.	Medium	Likely	M	Environmental awareness raising has been successful and local communities are willing to change unsustainable practices, but they have not enough veritable livelihood alternatives.	M
<u>POLITICAL</u> The structures established for the management of protected areas are not supported by the authorities who constrain their autonomy of management. Village representatives in the co-management committees are not playing their role in a transparent manner which hampers the effective	Medium	Moderately likely	L	The risk is actually not confirmed. The newly established co-management committees fulfil their tasks.	L

IDENTIFIED RISKS AND CATEGORY	IMPACT	LIKELIHOOD	RISK ASSESSMENT PRODOC	TE COMMENTS	RISK ASSESSMENT (TE)
participation of communities in decisions relating to the management of the protected area and may lead them to withdraw their support to the PA conservation objectives.					
ENVIRONMENTAL Marine and terrestrial ecosystems are not sufficiently resilient and their biological and physical integrity is incrementally compromised by the effects of global and regional climate change	Low	Moderately Likely	L	RNAP contributes to more resilience of ecosystems, however they are significantly affected by extreme weathers (cyclone Kenneth in 2019), which occur more often due to climate change.	L
New identified risks during project implementation					
Delay of project implementation due to government change				RNAP started later than initially expected but this had no impact, the date of implementation has been adapted accordingly to PRODOC signature by the Government.	N/A
Road construction in NP Mont Ntringui cross sensitive forest areas				Ecosystem restoration works (tree planting) have been realized by the NP staff in cooperation with the local communities as compensation measures. But new agricultural encroachment and even permanent building constructions are observed along the road in the sensitive forest area.	H
Two concessions for hotel complexes in NP Mohéli and NPMN are given without EIA or consultation of the NP and the local communities.				NP Mohéli staff have moved to the capital to initiate discussions with development partners, the National Agency for Protected Areas and the government to try to find common ground that could either reverse this decision or conduct environmental impact studies and exclude the marine reserves. Construction work has not yet started. In NPMN, construction work is already ongoing, frustrating local communities and NP staff.as a sensitive beach for turtle pounding is concerned.	H

This risk analysis shows that several important risks persist for the objectives of RNAP and there is the need to continue all efforts of RNAP to make the new NPs and their network sustainable.

3.2.2 Efficiency

Project finance

PCU level

Project finance management by the PCU is correct, according to UNDP and GEF quality standards. Annual project expenditures reach always 91% -100% of the budget planned in the AWP and financial and technical reporting are in time, coherent and without major observations. An efficient system is in place to ensure return from PN sites activity implementation information to the PCU, information serving the establishment of the periodic project reports.

Finance management and reporting at this level are correct. However, two observations are:

- NPs have until now no finance management autonomy, even not for small expenses for not planned, but necessary Miscellaneous Expenses to ensure basic functioning of NP office spaces and good operationalization of NP activities in cooperation with local communities. This hampers sometimes field activities of the project at NP site level.
- A decrease of the technical quality of the project reports is observed since 2018/2019. Quality analyses are much reduced in the last years and risk monitoring and formulation of lessons learnt do not any longer occur in the annual reports.

Global Budget

The global budget is a major challenge of the RNAP. The budget planning in the PRODOC has been not at all realistic regarding the enormous needs and real costs in the Comorian Islands in particular for constructions/renovations and equipment. Expenses exceed significantly the available global budget (4,246,000 USD GEF + 500,000 USD UNDP). The GEF budget has been used completely already in 2019 and the planned UNDP budget has been insufficient as well to ensure project functioning in 2020 and 2021. In particular expenses for component 1 have exceeded significantly the planning since 2018 (in total 1,811,000 USD instead of planned 843,000 USD) (annex 5.7.1). Reasons are: additionally to high construction /renovation and equipment costs, much higher expenses for studies as it was impossible to hire NU Volunteers for several thematic and the engagement of much more expensive consultants became necessary.

Up to now, RNAP has expended USD 5,346,000, USD 600,000 more than planned and mobilization of additional UNDP funding was necessary. The high expenses for component 1 have had important financial consequences for component 2 and for project management. Reduced budgets did not allow correct basic functioning of the new PN for their priority tasks and implementation of all initially planned IGAs. The project internet site is not any longer operational and international visibility is reduced as no participation in relevant international events has taken place since 2018. These measures have allowed to reduce expenses and not to exceed again the budget (including the additional UNDP funding). As planned in the PRODOC, project staff has been reduced between 2018 and 2021.

Project staff in 2018	Project staff in 2021
1 National Project Coordinator (NPC)	1 National Project Coordinator (NPC)
1 International Technical Advisor	-
1 Accounting Manager, administrative Assistant	1 Accounting Manager, Administrative Assistant
1 National expert communication and community engagement (Exp comm)	-
1 National Expert GIS (Exp GIS)	-
1 National legal Expert (Exp jur)	1 National legal Expert (Exp jur)
1 Expert to support National Park Mohéli	1 Expert to support National Park Mohéli
2 Conservators of NP	5 Conservators of NP
1 UNV IGA	-
1 UNV civil engineering	-
11 Experts in community engagement	7 Experts in community engagement
62 Ecoguards	49 Ecoguards
Support staff (drivers ,...)	Support staff (drivers,...)

Source: Annual report 2018 and 2020

Co-financing

Important foreseen co-financing have been realized and additional activities have been possible at community level due to cooperation with the GEF Small Grant Program (SGP), which has financed 17 micro-projects implemented by local NGO (annex 5.7.3). Despite of the global financial challenges of RNAP and DGEF, acting actually as the Comoros Protected Areas Management Agency, managed to mobilize following additional fundings for National Park activities:

- USD 80,000 are mobilized by the DGEF from the WIO-SAP program for the benefit of the Shisiwani National Park (Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based resources and activities) of the Nairobi Convention to restore 2 ha of mangroves, 5 ha of seagrass beds and reforest 2500 plants on the Selle islet.
- The partnership established between the Mitsamiouli-Ndroudé National Park and the NGO ULANGA has allowed the mobilization of 7,500,000 KMF to SCS (Swiss Cetacean Society) to reinforce the night surveillance of the Ndroudé area by increasing the number of ecoguards by 4.
- The support for the reinforcement of the eco-school caravan allowed to mobilize 10,000 Euros from the NGO MAEECHA to continue environmental education in the 28 pilot schools of the Comoros national parks.
- In partnership with the NGO WILDOCEANS (South Africa). This project, worth USD 1,000,000 once secured in 2021, will allow the development of a marine spatial plan, increase the protected marine area to 10%, and provide technical and financial support to the 3 new marine protected areas in addition to the Mohéli National Park.
- A call for applications was launched at the global level for innovative projects related to the implementation of the SDGs14 and funded by SIDA and NORAD. Out of 600 projects identified by the organizers, 9 were selected, including one from the Comoros on a program to collect and buy back plastic waste on the island of Mohéli for an amount of 250,000 USD.
- A concept note for a blue carbon project from coral reefs, mangroves and seagrass beds was developed and sent to the Global Fund for Coral Reef for funding. A business plan model is developed and the project form should be sent before the end of the first quarter of 2021.

These are impressive efforts to finance the National Park Network. However, most of the co-financing (exception AFD funding for the NP Mohéli) concern activities in the NP and not basic functioning (staff salaries, recurrent operational costs) of the NP. To note as well, most co-financing are contributions in nature and/or temporary as depending on funding by other projects. These funding mobilizations have not solved the financial key challenge which is to secure stable basic operationalization of the 5 new National Parks.

TE rates the efficiency **Moderately Satisfactory (MS)**. The general budget challenges and the following prioritization of expenses in favor of infrastructure work and component 1 in general, had a significant negative impact on the quality of project management and implementation on NP site level.

3.3 Project results

3.3.1 Sustainability

Financial

Financial sustainability is Unlikely (U). Operationalization of the FEC has not much advanced during RNAP and no recurrent funding is mobilized from the Government budget. Even the small amount included in annual laws of finance has never been mobilized and no mechanisms is in place to create national financial resources to finance the NP network. NP operability depends for 100% on funding by projects of the international technical and financial donors and partners.

Socio-political

Socio-political sustainability is Moderately Likely (ML). Intensive awareness raising work and co-management arrangements with local communities have created a very positive NP perception and a strong voluntary engagement at local level. However, there is a need to create some direct benefices for the co-management committees to keep this strong motivation in the long-term. Some changes of destructive natural resource exploration technics are accepted by the local communities, but there is need to propose and to support more real alternative livelihoods and environment friendly technics to more people directly impacted by the NP. Without attractive real alternatives, local people are forced to

continue destructive natural resource exploration for survival, even if they are convinced that biodiversity conservation is important.

Institutional framework and governance

Sustainability of the institutional framework and governance is very different at local and national level. At local level, the implemented co-management model strengthened local governance systems and the co-management committees are largely accepted and supported by the local communities. An open dialog between the staff of the NP and the local communities allows solving of most of the natural resources related conflicts. Sustainability of these largely accepted and appreciated mechanisms and local government institutions is Likely (L).

Sustainability at national level is not secured. NP staff have all temporary project contracts and are not integrated in government or agency structures. Their stability in the NP is not secured. Important investments in their trainings have been done by RNAP, but the risk that these people switch to other job opportunities is very high. Additionally, institutional sustainability of the FEC and the newly created Agency for National Park management is not yet approved. They have neither the staff, nor the funding or all necessary legal basis to be sustainable. For instant, their institutional functioning depends for 100% on donor funded projects. Progresses at this level have been too slowly during the RNAP due to multiples reasons (see 3.2.1.).

Institutional framework and governance sustainability is **Moderately Unlikely (MU)**. Improvement on national level is an urgent need to not to have to question the whole concept of functioning of the NP system.

Environmental

RNAP contribute directly to ecosystem restoration and more environment friendly natural resources exploitation technics. Environmental sustainability is **Likely (L)** in probably case of continuing of NP activities and in particular support to local communities to change livelihoods with destructive impact on the environment. However, a certain environmental sustainability risk persists by contradicting, not coordinated development initiatives in sensitive ecosystems.

Country ownership

RNAP has created a very strong local ownership. Mayors, CBO and local communities are actively involved and participate as volunteers in all NP tasks (ecosystem restoration, control of respect of co-management arrangements, ecological monitoring and NP management decisions). Ownership of Government is also sufficient. Slowly, but finally the Government have realized most of the enabling institutional and legal pre-conditions to create the 5 new NPs, the National network of NP and the new management institutions (Agency and FEC). At these levels, country ownership and sustainability are Likely (L).

However, general dysfunction of legal institutions in the Comoros, in particular courts that apply rarely foreseen penalties, impacts the environment sector like all other sectors. This creates frustrations of co-management committees, seeing arrested offenders of environmental crimes without legal prosecution and/or penalty. Government ownership of RNAP's objectives is furthermore sometimes hampered by contradicting conservation objectives of the MAPE and development interests of other Ministries, in particular in charge of infrastructure and tourism. Foreseen procedures (Environment Impact Assessment, consultation of local stakeholders) are not always respected.

TE overall sustainability rating:

Despite impressive results at local community level, with good perspectives for sustainability, the overall sustainability is Moderately Unlikely (MU). Significant weaknesses and challenges persist for financial and institutional sustainability at national level. The planned follow-up project in preparation (GEF ID 10531) is absolutely necessary to secure sustainability of the successes of RNAP.

3.3.2 Impact

Overall results (attainment of objectives)

The expected end of project targets at objective level (indicator 1 to 4) are achieved (annex 5.7.1, data of PIR 2021).

Targets of indicators concerning the PA system and PA operationalization the site level (indicator 5 to 10) are mostly achieved. However, using only METT scorecards to measure these indicators seems to be too limited to appreciate the progress. Compared to its starting point, RNAP has realized important progress on institutional, legal and operational levels towards a functioning NP network, and at site level of the new National Parks. However, annual financial deficit for recurrent basic expenses of the new National Parks and the PN network remain the major challenge. Impressive progresses at NP and community level have been much faster than necessary changes of enabling legal, institutional and financial frameworks at national level. This creates an important financial gap as the new National Parks include important new annual expenses for the Government of the Comoros which are not yet secured.

The RNAP has an important positive environmental impact as involved local communities started to change several destructive natural resources exploitation practices and they are actively involved in the control of the signed co-management agreements. However, a quantitative appreciation of the environmental indicators (indicator 11 to 16) is impossible as recent data for several indicators are not available and the environmental health is impacted by other factors outside the influence of the project. In particular the cyclone Kenneth in 2019 has been very destructive for the sensitive marine and terrestrial ecosystems.

The trends of the socioeconomic indicators (indicator 17 and 18) show significant awareness raising for the National Parks at community level and their strong voluntary involvement in natural resource protection and monitoring actions. Innovative new management arrangements of village fisheries zones have allowed a significant increase of daily captures per person after the fishery closing period. Several changes towards more sustainable agricultural and fisheries practices are applied by local communities. However, their economic impact on local communities is not yet significant as only very few alternatives for sustainable livelihoods have been developed. Some Income Generating Activities (IGA) have been implemented by RNAP and the project partners, but their number and the number of beneficiaries are still too limited to impact the economic situation of all people of local communities directly affected by the National Parks. Furthermore, significance and rentability of several realized IGA are not confirmed.

Gender equality and women's empowerment

By its consequent application of gender equal composition of village and National Park co-management committees and as much as possible in the project staff recruitment, RNAP has a significant positive impact on gender equality and women's empowerment. The recruitment of women as ecoguards, community mobilization officers and even as National Parks Conservators are a clear sign for possible responsibilities of women in an Islamic society. The equal composition of all co-management committees by 50% women and 50% men and very participatory negotiation processes with all local community stakeholders concerning natural resources uses, NP actions and needs of the communities, have led to social changes where even women with low education level express today openly their needs and desires in large public meetings. Organizational support by the project to women producer's groups to build cooperatives and several women specific IGA helped empowered women by creating more economic independency.

Crosscutting issues

RNAP's contribution to improved government and capacity building is significant as new local government systems (co-management arrangements) have been implemented successfully and important relevant trainings have been done for local communities, NP staff and all in NP management involved actors at all levels, RNAP contributes directly to climate change mitigation / adaptation and disaster prevention as all environment issues are directly linked. On the other side, contribution to poverty alleviation and knowledge management are limited. Valorization of NP in favor of local communities and alternative livelihoods generation through IGA are not yet done or are too limited to have a significant impact. Contribution to knowledge management is very limited as foreseen systems for information management have not been developed and implemented during RNAP and the monitoring system shows significant shortcomings.

GEF Additionality

The GEF additionality is that RNAP is the only project to support the Government in their efforts to create new Protected Areas representative for the ecosystems of the Comoros to fulfill their international engagements for biodiversity conservation. RNAP is the only project seeking long - term financial sustainability for National Park management to give up the intervention logic of constantly new follow-

up projects for financing biodiversity conservation. The choice of UNDP as implementing GEF agency is justified as UNDP has a long tradition in the Comoros and is the most important donor for environment related projects in the country.

Catalytic Role / Replication Effect

RNAP is already the replication of the successful co-management approach of NP, developed since 2001 in the National Park Mohéli. This approach replication is successfully implemented in 5 new National Parks and the terrestrial extension of the National Park Mohéli. In case of future success in developing the sustainability of enabling legal, institutional and financial framework conditions for effective management of the NP network (component 1 of the project), the creation of other new protected areas in the Comoros will be much easier.

TE rating:

The impact of RNAP is **Satisfactory (S)**, in particular at PN and community level. However, continuing and progress acceleration at central level are necessary to solve significant strategic, institutional and financial challenges. Activity extension and diversification at local level, in particular adapted environment compatible IGA, are necessary to obtain a significant impact on alternative livelihoods and the economy of local communities living in the NPs.

4 Conclusions, lessons learnt and recommendations

4.1 Conclusions

Overall project performance

At project end, RNAP has not obtained all expected outcomes and products. However, the project made impressive considerable progress compared to the baseline situation and most of the indicator's target have been achieved.

The TE mission's rating for the overall project performance of RNAP is: **Satisfactory (S)**.

Main results and strengths

The strengths at project end are:

- Information and awareness raising in local communities living in the National Parks and successful implementation of co-management systems for National Parks (local co-management agreements, voluntary active participation of local communities in NP control, monitoring and environment rehabilitation works in the NP)
- Very participatory process for National Park delimitation and internal zoning
- Operationalisation of 5 new National Parks and the terrestrial part of the NP Mohéli with enormous basic infrastructure realisations (still on start-up level and to improve)
- Creation of a whole system and all institutions and structures necessary to manage a network of National Parks (still with significant weaknesses and challenges)
- Finally, the law concerning the national system of Protected Areas is approved by the President, the decrees for the official creation of the 5 new NP are approved by the Council of Ministers and official approval by the President is attended for end September 2021 and the Agency for management of National Parks is created.
- Marine Protected Areas: Zoning of fisheries areas with temporary closure of selected fisheries areas, creating significant increase of captures. Villages outside the NP ask for support to implement similar systems in their fisheries areas.
- Good consideration of gender equality and women's empowerment by the project team (staff RNAP, 50% of the members in co-management committees are women, implementation of specific IGA and activities benefitting women)

Challenges and weaknesses

- RNAP has created impressive new institutional structuring and important investments for NP, creating significant new recurrent expenses for the Government, without achieving necessary progresses for sustainable financing of the system (FEC, Agency of NP management, mobilization of international partners) at the same pace.
- Very strong underestimation of needs in time for legal processes and in financial resources. The expenses prioritization decision in 2018 need to be questioned:
 - Correct functioning of basic tasks in the 5 new NP (ecological monitoring, full operationality of several NP headquarters, rapid control interventions) is not ensured;
 - RNAP has been unable to meet the support expectations (IGA) of local communities that had been raised in the early project phase;
- Stability of good trained NP staff is not secured. They are under temporary project contracts and not integrated in the civil service and their legal competences are not clear.
- Insufficient ecological monitoring and information management /valorization (PCU and NP)
- Alternative livelihoods and IGA are insufficient; the number of beneficiaries is not significant, the rentability of the actions is not always approved, they are not innovative as nearly always based on natural resources exploitation, only exception is ecotourism but ecotourism IGA have serious problems if they are managed by the communities.

1. Monitoring and Evaluation	rating	2. IA & EA Execution	rating
M&E design at entry	S	Quality of UNDP Implementation – Implementing Agency (IA)	S
M&E Plan Implementation	MU	Quality of Execution - Executing Agency (EA)	S
Overall quality of M&E	MS	Overall quality of Implementation / Execution	S
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance	S	Financial resources	U
Effectiveness	S	Socio-political	ML
Efficiency	MS	Institutional framework and governance	MU
Overall Project Outcome Rating	S	Environmental	L
		Overall likelihood of sustainability	MU

4.2 Lessons learnt

The lessons learnt by the implementation of RNAP which can serve for future similar projects are:

- The success key for biodiversity protection is the strong implementation of affected local communities through an approach of information / awareness raising and co-management arrangements. However, this impressive motivation for biodiversity conservation requires the development of sound alternative livelihoods to be sustainable.
- The project formulation (PRODOC) needs to be realistic regarding the necessary time for legal and institutional processes and the financial needs of the actions in the national context. Either the budget has to be adapted to the foreseen actions or the planned activities and expected results have to be adapted to the available budget.
- Sustainable financing of NP is a major challenge. The Government has to do all to create values from NP and to mobilize additional financial resources. Otherwise, NP became a 'luxury', impossible to be financed in the long-term. A commercial mentality is necessary to interest potential international financial partners.
- Partnerships and synergies/cooperation are the only solutions to reduce recurrent expenses of NPs. Communication and coordination have to be a priority of NP managers. This includes the effective use of exciting information to avoid not necessary studies and consultations (information already available through other initiatives).
- Ecological monitoring and information management are essential to take decisions on NP management. The availability of human and financial resources for these tasks has to be a priority in NP.

- IGA and ecotourism activities managed by local communities have serious management problems if there is no direct individual benefice. This needs to be taken into account in future projects.
- Women have an essential role in rural areas regarding their responsibility for household management and their implication in agriculture and fishery activities. Being more stable in the villages than men, particular attention has to be given to their needs and actions in favor to local communities living in NP.

4.3 Recommendations

Actions to maintain project successes

- Continue / consolidate the approach of information /awareness raising and co-management arrangements with local communities and implication of local NGO.

Recommendations for new projects, central level

- Give high priority to communication/international visibility, mobilization of international financial and scientific partners and legal questions concerning the Agency for management of National Parks, the trust fund (FEC), land tenure in new terrestrial NP and the legal competences and statutes of NP staff and community co-management committees. International Technical Assistance is required to do this promotion and legal clarification and to 'sell' the National Parks to potential clients.
- Insist on mobilization of national resources for funding of the FEC (taxes, payment for ecosystem services, etc.)
- Ensure availability of strategic competences (communication, M&E, information / knowledge management and ecology experts) with sufficient financial resources in the Agency /PCU and explore existing studies/researches before starting new studies. Use saved budget for not necessary studies in favor of NP and community activities.
- Plead on high political level for application of environmental regulations and procedures (EIA) and correct functioning of courts.
- Render the planned GTD Planet (Technical Group of Dialog between Ministries and all development partners in the environment related sectors) operational and promote all mechanisms for coordination between Ministries and projects.

Recommendations for new projects, NP level.

It should be noted that the below recommendations are already are already integrated in the follow-up project GEF ID 10351.

- Relieve the NP staff as much as possible of secondary tasks (IGA, ecotourism) out of their specialization to minimize recurrent NP expenses and to concentrate on prior tasks of a NP (surveillance, ecological monitoring, ecosystem restoration, co-management arrangements) with the necessary staff and funding according to the NP management plans.
 - Do contracts, not only not binding partnership agreements, with NGO and research institutions to ensure delivery of the expected contributions for IGA and ecological monitoring.
 - Do long-term delegation of NP management to specialized international NGO in case of potential candidates.
 - Give preference to ecotourism partnerships with the professional private sector, willing to create benefices for local communities (job creation, professional trainings, paid services of local communities, management of community tourist camps by professional managers) instead of support to community managed ecotourism activities.
- Give management autonomy and flexibility to NP managers to facilitate rapid interventions and exploration of NP specific opportunities (for example, entry fees for key areas and local partnerships).
- Provide motivations for community co-management committees engaged in activities in favor of NPs (beach cleaning, ecosystem restoration)

Recommendations for new projects, level IGA and ecotourism

- Insert a significant funding for a call of proposals for environment friendly IGA microprojects in the follow-up project, targeting people directly impacted by restriction in NP.

- Give preference to innovative IGA microproject proposals not based on natural resources exploration but in the green or blue economy (value chains of commercialization and transformation, waste management, ecological constructions, fish farming, spirulina,)
 - Give preference to IGA creating individual benefices of community members and supported by a professional manager.
- Limit the engagement for ecotourism of the Agency/new project on elaboration of guidelines to be respected in NP, facilitation of contacts with the professional sector and coordination of initiatives of third parties with the objectives of the NP management plans.
- Promote coordination /cooperation between projects and institutions at local level (coordination platforms of Prefectures, islands, ...)
- Continue the complementarity /collaboration with UNDP-SGP et enlarge source of funding of IGA (for example Embassy funds, the Francophonie, twinning, ..)

5. Annex

5.1 Terms of Reference



Country : Comoros

Titre du poste :	Consultation Internationale pour l'évaluation finale du projet « 'Développement d'un réseau national d'aires protégées terrestres et marines représentatives du patrimoine naturel unique des Comores et cogérées avec les communautés villageoises locales (RNAP) » (n° PIMS 4950) »
Durée :	25 jours ouvrables
Lieu :	Travail à distance avec une mission de 7 jours aux Comores si les conditions sanitaires liées à la pandémie de COVID-19 le permettent.

1. INTRODUCTION

Conformément aux politiques et procédures de suivi et d'évaluation du PNUD et du FEM, tous les projets de moyenne ou grande envergure appuyés par le PNUD et financés par le FEM doivent faire l'objet d'une évaluation finale (EF) à la fin du projet. Les présents termes de référence (TdR) énoncent les attentes associées à l'EF du projet de *moyenne* intitulé 'Développement d'un réseau national d'aires protégées terrestres et marines représentatives du patrimoine naturel unique des Comores et cogérées avec les communautés villageoises locales (RNAP) » (n° PIMS 4950) et mis en œuvre par la *Direction Générale de l'Environnement et des Forêts*. Le projet a démarré le 21/04/2015 et se trouve actuellement dans sa 6^e année de mise en œuvre. Le processus d'EF doit suivre les directives décrites dans le document « Directives pour réaliser les évaluations finales des projets appuyés par le PNUD et financés par le FEM » (<http://web.undp.org/evaluation/guidance.shtml#gef>).

2. CONTEXTE ET SITUATION DU PROJET

L'un des outils permettant de conserver la biodiversité terrestre et marine d'importance mondiale consiste, pour l'Union des Comores, à établir un Système (ou Réseau) national des Aires protégées (RNAP - SNAP) vaste et fonctionnel, qui soit représentatif de la richesse en biodiversité du pays et qui offre des perspectives d'un avenir durable. Le caractère insulaire des Comores et son positionnement dans la zone tropicale riche en biodiversité du sud de l'Océan Indien donnent une priorité au pays dans l'agenda mondial pour la conservation. La biodiversité des Comores est fortement affectée par l'activité humaine. Les écosystèmes terrestres sont soumis à des pressions considérables et les forêts presque intactes (les forêts primaires ayant disparu depuis longtemps) ou secondarisées, régressent à très vive allure. Actuellement, le système d'aires protégées des Comores n'est constitué que d'un seul site¹ officiel, le Parc National de Mohéli mis en place en 2001 pour sa partie marine (Parc Marin de Mohéli) et étendu en 2015 pour sa partie terrestre. Lors de la mise en place du Parc Marin de Mohéli, les Comores avaient planifié la création d'au moins une aire protégée terrestre et une aire protégée marine sur chacune des îles. L'objectif du système d'aires protégées est son expansion, le développement des capacités et l'affectation des ressources financières dans la gestion des aires protégées au niveau des sites. Au niveau du système, la création de nouvelles aires protégées permettra une expansion de la protection des écosystèmes terrestres, côtiers et marins de plus de 50.000 ha. Les cadres législatif et

politique seront ajustés à la nouvelle constitution du pays et consolidés pour clarifier la gouvernance et la gestion du système national des aires protégées. Des orientations stratégiques pour le système national des aires protégées seront établies pour guider la création d'un système qui optimisera la représentativité de la biodiversité et des processus écosystémiques au sein du système. Une agence des aires protégées, responsable de piloter le développement et la gestion du système national des aires protégées sera créée et ses capacités renforcées en vue d'apporter des services aux aires protégées dans un esprit d'efficacité et de mise en commun de l'expertise et des ressources financières. Un système de gestion de connaissances pour la conservation de la biodiversité sera développé en mettant en réseau les bases de données existantes et en créant une base de données spécifique aux aires protégées qui permettra d'y implanter une gestion adaptative. Un mécanisme de financement durable sera mis en place pour couvrir les coûts récurrents des opérations des aires protégées. Au niveau de chaque site, la gestion des aires protégées sera consolidée par la mise en place des infrastructures et d'équipements requis pour assurer les opérations essentielles, par le développement des outils de gestion, l'appui aux comités de cogestion et la mise en place d'un système de suivi des ressources ciblées par les efforts de conservation des aires protégées. Les capacités des acteurs de la cogestion seront renforcées pour qu'ils soient en mesure de jouer leur rôle de manière autonome. Les modes de gouvernance de l'utilisation des terres et des ressources seront clarifiés. Des lignes directrices seront définies pour encadrer le développement d'un tourisme durable et responsable en lien avec les aires protégées tout en contribuant à la préservation des atouts naturels uniques aux Comores. *Ainsi le projet intitulé 'Développement d'un réseau national d'aires protégées terrestres et marines représentatives du patrimoine naturel unique des Comores et cogérées avec les communautés villageoises locales' financé par le GEF/PNUD est mis en œuvre.*

L'objectif du projet est de mettre en place un système plus vaste et fonctionnel d'aires protégées (APs) en Union des Comores, représentatif de la richesse en biodiversité du pays et offrant de bonnes perspectives pour un avenir durable.

Le projet est orienté sur deux composantes que sont :

- ✓ Composante 1 : Le système d'APs est consolidé par son expansion et par le renforcement des capacités à tous les niveaux.
- ✓ Composante 2 : Opérationnalisation des AP au niveau des sites.

Les résultats attendus du projet sont les suivants :

- **Outcome 1** : Un nouveau cadre législatif pour la gestion du système d'AP est approuvé et sa structure institutionnelle est officialisée.
- **Outcome 2 : Développement des capacités** : Le personnel de l'agence des AP à différents niveaux, le personnel technique concerné au sein des Directions en charge de l'Environnement (Union et Îles) et les représentants des communautés impliquées dans la cogestion des AP sont en mesure de remplir leurs fonctions relatives à la cogestion des AP
- **Outcome 3** : Un système d'APs plus représentatif prend forme, sur la base d'une analyse des lacunes du système d'APs et d'études de base, incluant la formulation d'une « Stratégie pour le Système d'APs », et la création légale des AP terrestres et marines
- **Outcome 4** : Financement du Système d'AP
- **Outcome 5** : La gestion des AP est consolidée au niveau des sites de sorte que chaque AP devienne un réservoir de biodiversité plus efficace
- **Outcome 6** : La clarté du régime foncier pour les AP terrestres et des droits d'utilisation de l'espace maritime des APM assure l'intégrité écologique des sites protégés, avec des mécanismes efficaces de médiation et de résolution des conflits en place et opérationnels dans les APs/APMs sélectionnées
- **Outcome 7** : Un plan ou une stratégie pragmatique pour le développement d'initiatives écotouristiques viables au sein ou en relation avec les APs/APMs est conçu et mis en œuvre
- **Outcome 8** : Un programme axé sur les moyens de subsistance est développé et mis en œuvre au bénéfice des communautés riveraines des APs/APMs

Le budget global du projet est de 4 845 440 USD (dont 99 440 USD pour le PPG ; 4 246 000 budget du projet- GEF et 500 000 pour le PNUD).

Le projet est mis en œuvre sur l'ensemble des îles de l'union des Comores, et a mis en place les parcs nationaux suivants :

- Parc National Coelacanthé
- Parc National Karthala
- Parc National Mitsamiouli-Ndroudé
- Parc national Shissiwani
- Parc National Mont Ntringui

L'agence d'exécution du projet est le programme des Nations Unies pour le développement (PNUD) avec comme partenaire d'exécution la Direction Générale de l'environnement et des forêts). Les principaux parties prenantes du projet sont : Les communautés villageoises concernées par la création des AP : i) les principaux utilisateurs des ressources naturelles des sites des AP incluant : agriculteurs, éleveurs, bûcherons, charbonniers, chasseurs, pêcheurs, femmes utilisatrices (sable, bois de chauffe, pêche au *tephrosia*, eau des rivières), collecteurs et vendeurs des produits issus de la biodiversité marine (ex. coquillages, corail noir), menuisiers, artisans, ii) les leaders d'opinion de la communauté, iii) Les organisations communautaires ; Les autorités locales : les Maires des communes concernées et les Conseils des villes et villages concernés par les AP ; La société civile : Les ONG et associations environnementales locales, Les ONG et associations environnementales internationales, Associations et syndicats professionnels (nationaux et régionaux), les médias ; Le comité de pilotage du projet.

3. OBJECTIF DE L'EVALUATION FINALE (EF)

Le rapport TE doit évaluer la réalisation des résultats du projet par rapport à ce qui était prévu et tirer des leçons qui peuvent à la fois améliorer la durabilité des bénéfices de ce projet et contribuer à l'amélioration générale de la programmation du PNUD. Le rapport TE encourage la responsabilité et la transparence, et évalue l'étendue des réalisations du projet.

4. APPROCHE ET METHODOLOGIE DE L'EF

Une approche et une méthode globales² 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. L'examen final doit fournir des informations fondées sur des données factuelles crédibles, fiables et utiles.

Le rapport d'EF doit fournir des informations fondées sur des données factuelles crédibles, fiables et utiles.

L'équipe de l'EF doit examiner toutes les sources d'information pertinentes, y compris les documents élaborés pendant la phase de préparation (tels que le FIP, le plan de lancement du PNUD, la Procédure de détection des risques environnementaux et sociaux du PNUD/PDRES), le document de projet, les rapports de projet, dont les RMP annuels, les révisions du budget du projet, les rapports sur les enseignements tirés, les documents stratégiques et juridiques nationaux et tout autre matériel que l'équipe juge utile pour étayer cette évaluation. L'équipe de l'EF doit examiner les indicateurs de base/outils de suivi de référence et à mi-parcours du domaine focal du FEM, soumis au FEM au moment

² Pour de plus amples informations sur les méthodes, lire le chapitre 7 du [Guide de la planification, du suivi et de l'évaluation axés sur les résultats de développement](#), à la page 163

de l'approbation du directeur et aux étapes de mi-parcours, ainsi que les indicateurs de base/outils de suivi qui doivent être complétés avant le début de la mission d'EF sur le terrain.

L'équipe de l'EF doit suivre une approche participative et consultative garantissant une implication active de l'équipe projet, des homologues gouvernementaux (le point focal opérationnel du FEM), des partenaires de mise en œuvre, du bureau de pays du PNUD, du conseiller technique régional, des bénéficiaires directs et d'autres parties prenantes.

La participation des parties prenantes est indispensable à la réussite de l'EF. Cette mobilisation doit consister en des entretiens avec les parties prenantes qui assument des responsabilités liées au projet, à savoir entre autres : La Direction Générale de l'environnement et des forêts (DGEF), Les directions régionales de l'environnement dans les 03 îles, l'Université des Comores (UdC), les coopératives des pêcheurs et agriculteurs, l'Office du tourisme des Comores. En outre, l'équipe chargée de l'examen final doit conduire des missions sur le terrain à Ngazidja, Ndzouani et Mwali, notamment sur les sites des aires protégées suivantes :

- Parc National Coelacanth, y compris les communautés riveraines de l'aire protégée
- Parc National Karthala, y compris les communautés riveraines de l'aire protégée
- Parc National Mitsamiouli-Ndroude, y compris les communautés riveraines de l'aire protégée
- Parc National Shisiwani, y compris les communautés riveraines de l'aire protégée
- Parc National Mont Ntringui, y compris les communautés riveraines de l'aire protégée
- Parc National Mohéli, y compris les communautés riveraines de l'aire protégée

La conception et la méthodologie spécifiques de l'EF devraient ressortir des consultations entre l'équipe de l'EF et les parties susmentionnées quant à ce qui est approprié et réalisable pour atteindre le but et les objectifs de l'EF et répondre aux questions d'évaluation, compte tenu des contraintes de budget, de temps et de données. L'équipe de l'EF doit utiliser des méthodologies et outils tenant compte du genre et veiller à ce que l'égalité des sexes et l'autonomisation des femmes, ainsi que d'autres questions transversales et les ODD, soient intégrées dans le rapport d'EF.

L'approche méthodologique finale, y compris le calendrier des entretiens, les visites sur le terrain et les données à utiliser dans l'évaluation, doit être clairement exposée dans le rapport initial d'EF et faire l'objet d'une discussion approfondie et d'un accord entre le PNUD, les parties prenantes et l'équipe de l'EF.

Au 11 mars 2020, l'Organisation mondiale de la Santé (OMS) a déclaré que le COVID-19 était une pandémie mondiale alors que le nouveau coronavirus se propageait rapidement dans toutes les régions du monde. Pour l'instant le pays a ouvert ses frontières pour tout voyageur étranger munis de son test PCR, et les voyages inter île sont autorisés. Cependant, les réunions avec la présence de plus de 10 personnes sont limitées. S'il n'est pas possible pour l'équipe d'évaluation de se rendre aux Comores pour cause de restrictions liées au COVID durant l'évaluation finale, l'équipe d'évaluation devra élaborer une méthodologie et une approche qui en tiennent compte. Cela peut nécessiter l'utilisation de méthodes d'entretien à distance, revues documentaires à distance, analyses de données, enquêtes et questionnaires d'évaluation. Si une mission de collecte de données ou de terrain n'est pas possible, des entretiens à distance peuvent être entrepris par téléphone ou en ligne (Skype, Zoom, etc.). Si tout ou une partie de l'évaluation finale doit être effectuée virtuellement, il faut tenir compte de la disponibilité, de la capacité et de la volonté des parties prenantes d'être interviewés à distance et des contraintes que cela peut imposer sur le déroulement de l'évaluation. Ces limitations doivent être reflétées dans le rapport final de l'évaluation.

Les consultants internationaux peuvent être engagés pour travailler à distance avec le soutien d'un évaluateur national sur le terrain, si les conditions lui permettent de travailler et de voyager dans des conditions sûres. Aucune parties prenantes, aucun consultant ou personnel du PNUD ne devrait être mis en danger, la sûreté étant la priorité absolue.

Une courte mission de validation peut être envisagée si elle est confirmée comme étant sûre pour le personnel, les consultants, les parties prenantes et les collectivités, et si une telle mission est possible dans le temps alloué pour la conduite de l'évaluation. Il est également possible de recruter des consultants nationaux qualifiés et indépendants pour entreprendre l'évaluation finale et conduire les entretiens dans le pays tant que la situation le permet dans des conditions sûres.

5. PORTÉE DÉTAILLÉE DE L'EF

L'EF doit évaluer la performance du projet par rapport aux attentes énoncées dans le cadre logique/de résultats du projet (voir l'Annexe A des TdR). Elle doit évaluer les résultats par rapport aux critères décrits dans les Directives pour la réalisation des évaluations finales des projets appuyés par le PNUD et financés par le FEM.

La section du rapport d'EF sur les constatations doit couvrir les sujets énumérés ci-dessous. Une présentation complète du contenu du rapport d'EF est fournie en Annexe C des TdR.

Les critères nécessitant une notation sont marqués d'un astérisque (*).

Constatations

- i. Conception/élaboration du projet
 - Priorités nationales et appropriation par le pays
 - Théorie du changement
 - Égalité des sexes et autonomisation des femmes
 - Mesures de protection sociale et environnementale
 - Analyse du cadre de résultats : logique et stratégie du projet, indicateurs
 - Hypothèses et risques
 - Enseignements tirés des autres projets pertinents (par exemple, dans le même domaine focal) incorporés dans la conception du projet
 - Participation prévue des parties prenantes
 - Les liens entre le projet et d'autres interventions au sein du secteur
 - Modalités de gestion
- ii. Mise en œuvre du projet
 - Gestion adaptative (modification de la conception du projet et des produits du projet au cours de la mise en œuvre)
 - Participation réelle des parties prenantes et accords réels de partenariat
 - Financement et cofinancement du projet
 - Suivi et évaluation : conception à l'entrée (*), mise en œuvre (*) et évaluation globale du S&E (*)
 - Partenaire de mise en œuvre (PNUD) (*) et agence d'exécution (*), contrôle/mise en œuvre globale du projet et exécution (*)
 - Gestion des risques, y compris les Normes environnementales et sociales
- iii. Résultats du projet
 - Évaluer la réalisation des résultats par rapport aux indicateurs en rendant compte du niveau de progrès pour chaque objectif et indicateur de résultat au moment de l'EF et en notant les réalisations finales
 - Pertinence (*), Efficacité (*), Efficience (*) et réalisation globale du projet (*)

Mise en œuvre du plan de S&E	
Qualité globale du S&E	
Mise en œuvre et exécution	Note
Qualité de la mise en œuvre/du contrôle du PNUD	
Qualité de l'exécution par le partenaire de mise en œuvre	
Qualité globale de la mise en œuvre/exécution	
Évaluation des résultats	Note
Pertinence	
Efficacité	
Efficience	
Note de la réalisation globale du projet	
Durabilité	Note
Ressources financières	
Socioéconomique	
Cadre institutionnel et de gouvernance	
Environnementale	
Probabilité globale de durabilité	

6. CALENDRIER

Le calendrier provisoire de l'EF est le suivant :

Calendrier	Activité
19 juillet 2021	Période de préparation de l'équipe de l'EF (communication des documents de projet)
24 juillet 2021	Examen des documents et préparation du rapport initial d'EF
26 juillet 2021	Finalisation et validation du rapport initial d'EF – au plus tard au début de la mission d'EF
27 juillet au 5 Août 2021	Mission d'EF : réunions avec les parties prenantes, entretiens, visites sur le terrain, etc.
10 Août 2021	Réunion de clôture de la mission et présentation des premières constatations – au plus tôt à la fin de la mission d'EF
25 Août 2021	Préparation du projet de rapport d'EF
30 Août 2021	Diffusion du projet de rapport d'EF pour commentaires
5 Septembre	Intégration des commentaires sur le projet de rapport d'EF dans la piste d'audit et finalisation du rapport d'EF

- Durabilité : financière (*), sociopolitique (*), du cadre institutionnel et de la gouvernance (*), environnementale (*) et probabilité globale de durabilité (*)
- Appropriation par les pays
- Égalité des sexes et autonomisation des femmes
- Questions transversales (réduction de la pauvreté, amélioration de la gouvernance, atténuation des changements climatiques et adaptation à ceux-ci, prévention des catastrophes et relèvement, droits fondamentaux, renforcement des capacités, coopération Sud-Sud, gestion des connaissances, volontariat, etc., selon les cas)
- Additionnalité du FEM
- Rôle de catalyseur / Effet de réplique
- Progrès vers l'impact

Principales constatations, conclusions, recommandations et enseignements tirés

- L'équipe de l'EF doit inclure un résumé des principales constatations dans le rapport d'EF. Les constatations doivent être présentées sous forme d'énoncés de faits fondés sur l'analyse des données.
- La section sur les conclusions est rédigée à la lumière des constatations. Les conclusions doivent être exhaustives et équilibrées, largement étayées par les preuves et s'inscrire dans la logique des constatations de l'EF. Elles doivent mettre en avant les forces, les faiblesses et les résultats du projet, répondre aux principales questions de l'évaluation et donner des pistes de réflexion pour l'identification et/ou la résolution des problèmes importants ou des questions pertinentes pour les bénéficiaires du projet, le PNUD et le FEM, y compris les questions relatives à l'égalité des sexes et à l'autonomisation des femmes.
- Le rapport doit présenter des recommandations concrètes, pratiques, réalisables et à l'attention des utilisateurs cibles de l'évaluation concernant les mesures à adopter ou les décisions à prendre. Les recommandations doivent être spécifiquement étayées par des preuves et liées aux constatations et aux conclusions relatives aux questions clés traitées par l'évaluation.
- Le rapport d'EF doit également comprendre les enseignements qui peuvent être tirés de l'évaluation, y compris les meilleures pratiques concernant la pertinence, la performance et le succès, qui peuvent fournir des connaissances acquises à partir de circonstances particulières (les méthodes de programmation et d'évaluation utilisées, les partenariats, les leviers financiers, etc.) applicables à d'autres interventions du FEM et du PNUD. Lorsque c'est possible, l'équipe de l'EF doit inclure des exemples de bonnes pratiques concernant la conception et la mise en œuvre du projet.
- Il est important que les conclusions, les recommandations et les enseignements tirés du rapport d'EF intègrent l'égalité des sexes et l'autonomisation des femmes.

Le rapport d'EF comprendra un tableau de notations d'évaluation, comme présenté ci-dessous :

Tableau 2 des TdR : Tableau de notations d'évaluation pour le projet 'Développement d'un réseau national d'aires protégées terrestres et marines représentatives du patrimoine naturel unique des Comores et cogérées avec les communautés villageoises locales' (RNAP)

Suivi et évaluation (S&E)	Note ³
Conception du S&E à l'entrée	

³ Les réalisations, l'efficacité, l'efficience, le S&E, la mise en œuvre/le contrôle et l'exécution, la pertinence sont notés sur une échelle de six points : 6=Très satisfaisant (TS), 5=Satisfaisant (S), 4=Moyennement satisfaisant (MS), 3=Moyennement insatisfaisant (MI), 2=Insatisfaisant (I), 1=Très insatisfaisant (TI). La durabilité est notée sur une échelle de quatre points : 4=Probable (P), 3=Moyennement probable (MP), 2=Moyennement improbable (MI), 1=Improbable (I)

10 septembre 2021	Préparation et publication de la réponse de la direction
11 septembre 2021	Atelier de clôture avec les parties prenantes (facultatif)
12 septembre 2021	Date prévue de l'achèvement de l'ensemble du processus d'EF

Les options pour les visites de sites doivent figurer dans le rapport initial d'EF.

7. ÉLÉMENTS LIVRABLES DANS LE CADRE DE L'EF

#	Élément livrable	Description	Calendrier	Responsabilités
1	Rapport initial d'EF	L'équipe de l'EF précise les objectifs, la méthodologie et le calendrier de l'EF	Au plus tard deux semaines avant la mission d'EF	L'équipe de l'EF soumet le rapport initial à l'unité mandatrice et à la direction du projet
2	Présentation	Premières constatations	Fin de la mission d'EF	L'équipe de l'EF présente ses constatations à l'unité mandatrice et à la direction du projet
3	Projet de rapport d'EF	Projet de rapport complet (<i>rédigé à l'aide des directives sur le contenu figurant à l'Annexe C des TdR</i>) avec les annexes	Dans les trois semaines suivant la fin de la mission d'EF)	L'équipe de l'EF soumet le projet de rapport à l'unité mandatrice ; il est ensuite révisé par le CTR, l'unité coordinatrice du projet et le PFO FEM
5	Rapport final d'EF* + piste d'audit	Rapport final révisé et piste d'audit de l'EF dans laquelle l'EF détaille comment il a été donné suite (ou non) aux commentaires reçus dans le rapport final d'EF (<i>voir le modèle en Annexe H des TdR</i>)	Dans la semaine suivant la réception des commentaires sur le projet de rapport	L'équipe de l'EF soumet les deux documents à l'unité mandatrice

*Tous les rapports finaux d'EF seront soumis à une analyse de la qualité effectuée par le Bureau indépendant d'évaluation (BIE) du PNUD. Pour plus de détails sur l'analyse qualité des évaluations décentralisées réalisée par le BIE, veuillez consulter la section 6 du Guide d'évaluation du PNUD⁴.

8. DISPOSITIONS RELATIVES À L'EF

La responsabilité principale de la gestion de cette évaluation revient au bureau de pays du PNUD-Comores.

L'unité mandatrice passera un contrat avec les évaluateurs et s'assurera que l'équipe de l'EF disposera en temps utile des indemnités journalières et des facilités de voyage dans le pays. L'équipe projet sera chargée de prendre contact avec l'équipe de l'EF afin de lui fournir tous les documents nécessaires, préparer les entretiens avec les parties prenantes et organiser les visites sur le terrain.

9. COMPOSITION DE L'ÉQUIPE DE L'EF

Les évaluateurs seront sélectionnés de manière à ce que l'équipe dispose des compétences maximales dans les domaines suivants : *évaluation des projets environnementaux ; gestion des aires protégées*

⁴ Disponible sur : <http://web.undp.org/evaluation/guideline/French/section-6.shtml>

Éducation

- Diplôme de master au minimum en gestion de projet, Sciences sociales, environnement, agriculture ou domaine similaire.

Expérience

- Expérience d'au moins 10 ans dans les méthodologies d'évaluation de la gestion axée sur les résultats ;
- Expérience dans l'application d'indicateurs SMART et dans le remaniement ou la validation des scénarios de départ ;
- Compétences en gestion adaptative, appliquée à la biodiversité ;
- Expérience dans les projets d'évaluation ;
- Expérience professionnelle aux Comores
- Expérience professionnelle d'au moins 10 ans dans des secteurs techniques pertinents ;
- Compréhension avérée des questions liées au genre et la biodiversité ;
- Expérience dans l'évaluation et l'analyse tenant compte du genre ;
- Excellente aptitude à la communication ;
- Compétences avérées en matière d'analyse ;
- Une expérience dans l'évaluation/la révision de projet dans le système des Nations Unies sera considérée comme un atout.
- *Une expérience dans la mise en œuvre d'évaluations à distance sera considérée comme un atout.*

Langue

- Maîtrise du français à l'écrit et à l'oral
- Maîtrise de l'anglais à l'écrit et à l'oral

10. CODE DE DÉONTOLOGIE DE L'ÉVALUATEUR

L'équipe de l'EF est tenue de respecter les normes éthiques les plus élevées et de signer un code de conduite à l'acceptation de la mission. Cette évaluation sera menée conformément aux principes énoncés dans les « Directives éthiques pour l'évaluation » du GNUE. L'évaluateur doit protéger les droits et la confidentialité des informateurs, des personnes interrogées et des parties prenantes en prenant des mesures pour assurer le respect des codes juridiques et autres codes pertinents régissant la collecte et la communication des données. L'évaluateur doit également assurer la sécurité des informations collectées avant et après l'évaluation et respecter des protocoles visant à garantir l'anonymat et la confidentialité des sources d'information lorsque cela est prévu. Par ailleurs, les informations et les données recueillies dans le cadre du processus d'évaluation doivent être utilisées uniquement pour l'évaluation et non à d'autres fins sans l'autorisation expresse du PNUD et de ses partenaires.

11. MODALITÉS DE PAIEMENT

- Versement de 20 % du paiement après la présentation satisfaisante de la version finale du rapport initial d'EF et après approbation de l'unité mandatrice
- Versement de 40 % du paiement après la présentation satisfaisante du projet de rapport d'EF à l'unité mandatrice
- Versement de 40 % du paiement après la présentation satisfaisante du rapport final d'EF et après approbation de l'unité mandatrice et du CTR (via les signatures sur le formulaire d'approbation du rapport d'EF), et une fois soumise la piste d'audit de l'EF

Critères à remplir pour émettre le paiement final de 40 %⁵

- Le rapport final d'EF comprend toutes les exigences énoncées dans les TdR de l'EF et suit les directives relatives à l'EF.
- Le rapport final d'EF est rédigé clairement, organisé de façon logique et il est spécifique au projet concerné (le texte n'a pas été copié et collé à partir d'autres rapports d'évaluation à mi-parcours).
- La piste d'audit inclut les réponses et les justifications de tous les commentaires recensés.

Conformément au règlement financier du PNUD, lorsqu'il est déterminé par l'Unité mandatrice et / ou le consultant qu'un produit ou un service ne peut pas être achevé de manière satisfaisante en raison de l'impact du COVID-19 et des limites du TE, ce produit ou service ne sera pas payé. .

En raison de la situation actuelle du COVID-19 et de ses implications, un paiement partiel peut être envisagé si le consultant a investi du temps dans la réalisation du livrable mais n'a pas été en mesure d'accomplir des circonstances indépendantes de sa volonté.

12. EVALUATION

La sélection sera faite sur la base des critères suivants notés sur 100 :

Evaluation technique : 70 points

Evaluation financière : 30 points

Qualifications techniques et expérience	Points
Diplôme de master au minimum en gestion de projet, Sciences sociales, environnement, agriculture ou domaine similaire.	5
Expérience d'au moins 10 ans récente dans les méthodologies d'évaluation de la gestion axée sur les résultats ;	25
Expérience dans l'application d'indicateurs SMART et dans le remaniement ou la validation des scénarios de départ ;	10
Compétences en gestion adaptative, appliquée à la biodiversité ;	25
Expérience professionnelle d'au moins 10 ans dans des secteurs techniques pertinents ;	5
Total	70

7. MÉTHODE DE SOUMISSION DES PROPOSITIONS

Lors de la soumission de son offre, le consultant devra s'attacher à démontrer sa capacité technique et opérationnelle à conduire la mission dans le délai imparti. Il devra ainsi soumettre les documents suivants :

⁵ L'unité mandatrice est tenue d'effectuer les paiements à l'équipe de l'EF dès que les conditions prévues dans les TdR sont remplies. Si une discussion continue oppose l'unité mandatrice à l'équipe de l'EF quant à la qualité et à l'exhaustivité des derniers éléments livrables, le conseiller régional S&E et la direction du fonds vertical doivent être consultés. Si nécessaire, la haute direction de l'unité mandatrice, l'unité des services d'achat et le bureau d'appui juridique seront également informés afin qu'une décision puisse être prise quant à la rétention ou non du paiement de tout montant qui pourrait être dû à l'évaluateur ou aux évaluateurs, à la suspension ou à la résiliation du contrat et/ou au retrait du contractant concerné de toutes les listes pertinentes. Pour plus de détails, voir la Politique du PNUD en matière de contrat individuel :

https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

- Offre financière
- CV détaillé, avec au moins 3 références

8. PROPOSITION TARIFAIRE

Le PNUD mettra à disposition du consultant un espace de travail ainsi que l'accès à internet. Le contractant devra disposer de ses propres moyens de travail comme les téléphones, radios ou ordinateurs.

Le soumissionnaire devra offrir un prix total fixe pour l'ensemble de la prestation qui couvre les salaires et autres charges, que ce soit les frais de communication, supports administratif et logistique ou tous autres frais.

Le soumissionnaire veillera à lister tous termes et conditions additionnels dans sa proposition.

Le format utilisé ci-dessous devra être rigoureusement respecté lors de la préparation de la proposition financière. Dans le cas contraire, cela pourra constituer l'annulation de la proposition.

Modèle à respecter

	N°	Description	Nbre de jours	Prix unitaire	Prix total
Intervenants	1	Honoraires			
Autres frais	1	Frais 1			
	2	Frais 2			
	3				
	4				
	5				
TOTAL					0

NB: The initial TOR have been modified on 15th September 2021 to add 3 supplementary workdays to edit the report in English language.

5.2

5.2 Itinerary

In country field mission		
DATE	ACTIVITIES	PLACE
04 and 05 Sept. 2021	International travel	Home - Moroni
06 Sept. 2021	9h00 Briefing UNDP and PCU Meeting DGEF Work session PCU (state of project implementation, M&E system, organization of visits and meetings with other partners) Meeting NP conservators Karthala, Coelacanthé and Mitsamiouli – Ndroudé plus community mobilization officers	UNDP, project office/ DGEF (Moroni)
07 Sept. 2021	Flight to Mohéli Meetings DREF, NP co-management committee, Travel to NP HQ at Nioumachoi and visit of the construction of the new basis in the terrestrial part of PN Mohéli.	Mohéli
08 Sept. 2021	Meeting NP Mohéli staff Meeting Laka lodge (private sector) Meetings with fishermen communities of Ndrondroni and Miremani, association Wallah 2 managing a community camp site Travel to Fomboni	Mohéli
09 Sept. 2021	Flight Mohéli – Anjouan Visit and meetings NP Shissiwani: PN staff, women CSO OPAS, fishermen Visit and meetings NP Mont Ntringui: NP staff, communities	Anjouan
10 Sept. 2021	Flight to Grande Comores Visit and meetings NP Mitsamiouli – Ndroudé: NP staff, women fishermen associations, mayors, beneficiaries IGA and community managed tourist camp, new hotel complex site	Grande Comore
11 Sept. 2021	Visit and meetings NP Coelacanthé: Meetings new Minister MAPE, NP staff, local community associations fishermen for whale and dolphin watching, women fishermen for reselling fish.	Grande Comore
12 Sept. 2021	Analysis and summary of findings, cross-checking of information	Moroni
13 Sept. 2021	Visit and meetings NP Karthala: NP staff, cooperative of farmers, co-management committee, road management committee, community tree nursery.	Grande Comore
14 Sept. 2021	Meetings with other stakeholders: AFD, Directorate of tourism, AIDE, UdC, NGO Discussion of initial mission findings with PCU and DGEF	Moroni
15 Sept. 2021	Summary of information, preparing of the presentation	Moroni
16 Sept. 2021	Morning: Restitution of initial mission findings Afternoon: international travel	Moroni UNDP office
17 Sept. 2021	International travel	Moroni - home

*National Parks (NP) and concerned local communities

Grande Comores (Ngazidja): NP Coelacanthé, NP Karthala, NP Mitsamiouli-Ndroudé

Anjouan (Ndzouani): NP Shissiwani, NP Mont Ntringui

Mohéli (Mwali): NP Mohéli

5.3 List of persons interviewed

Name	Institution	Function	Contact
Elamine Mbéchezi	DGEF	Director of Environment and Forestry	youssouf_elamine@yahoo.fr +269 3219486
Mohamed Said Mkandzile	DGEF	Deputy Director of Environment and Forestry	abtelmalis@gmail.com 3612006
Abdouchakour Mohamed	UNDP	Focal Point GEF	abdouchamed@yahoo.fr
Anliyat Mze Ahmed Abdallah)	UNDP	Program Analyst	anlia.mzeahmed@undp.org 3347519
Fenella Frost	UNDP	Resident Representative UNDP	Fenella.frost@undp.org
Fouad Abdou Rabi	RNAP	National Project Coordinator	Fouad.abdourabi@undp.org +269 3323398
Mréha Nilda Abdallah	RNAP	Financial and administrative assistant	mrehanilda@gmail.com
Nassouf Huriblot	RNAP	Conservator NPMN	3381551
Ahmed Youssouf	RNAP	Conservator NP Coelacanth	
Houssogne Housseni	RNAP	Conservator NP Shissiwani	3285980
Zamil Maturafi	RNAP	Conservator NP Mont Ntringui	3697879
Rahamanta Ahamada	RNAP	Conservator NP Karthala	
Dr Andilyat	UdC Herbiér	Site demonstration/educ. mangroves of the Herbiér	andilyat@herbierdescomores.com 3353443
Aniss	DREF Mohéli	Director	3202410
Ben Anthoy Moussa	NP Mohéli	NP Director	benanthoy@yahoo.fr 3408018
Attoumane Kassim	NP Mohéli	President Park co-management committee	3382094
Anne- Sophie Pannel	Laka lodge (Mohéli)	Manger	anne@lakalodge.com 3422960
Guillaume Quevillon	AFD	Responsible PN Mohéli project	3783146
Marie Atoumane	National Directorate of Tourism	National Director	
Mirgani Ibrahime	NGO MAEECHA		3363743
Persons and institutions contacted in 12/2019			
Dr Ahmed Ouledi	UDC – NGO ULANGA	University – expert environnement	aouledi@gmail.com +269 3332757
M. Hachime Abderemane	NGO Ulanga	Ecotourisme, Site Nord Grande Comore, Hantsinzi	3336508
M. Azali Said Ahmed			
Mmadi Ahamada	NGO AIDE	Coral reef monitoring Site Nord Grande Comore	ahamadam09@yahoo.fr 3381258
Fatouma Mdjassisi			3392957
Said Ahamada			3320444
Nassur Djoumoi	Community beneficiary AIDE	Trained in diving and coral reef monitoring	3271953
Chadjarati Dourry Massoundi	NGO ARAF	IGA fish transformation and aviculture (Anjouan)	c.dourryaraf@gmail.com & arafcommironts@gmail.com 7710674
Fakidine Zaidane	NGO Dahari	Co-management and temporary closure of fishing areas, alternative environment friendly fishing technics	zaidanesoulafakihidine@yahoo.fr 4595574

5.4 List of documents reviewed

Documents of RNAP :

- PIF
- PRODOC
- Report of the Mid.- term Review (MTR) (June 2018)
- Project Implementation Review (PIR), 2016 to 2021
- Inception Report, 2016
- Annual technical and financial reports 2016 to 2020
- Reports 1st semester 2021
- AWP 2016 to 2021
- AWP multiannual and budget 2015-2021
- Financial reports 2015 to 2021
- Training plan 2017 for actors involved in NP management
- Documents regarding the inscription of Mohéli island as Biosphere reserve (MAB, UNESCO)
- National Park management plans
- METT scorecards actual (2021) and of 2018 and 2014
- Documents confirming co-financing
- Documents concerning the road construction Dindri – Lingoniata Anjouan and its ecological impact
- Annual reports of the NP Conservators
- Reports of the meetings of the Project Steering Committee (PSC), 1 to 6
- Need assessment of IGA in National Parks, February 2018
- Documents of community micro-projects / IGA and trainings
- Maps
- Partner reports (consultants and implicated NGO)
- GEF Documents (STAP reviews, PIF review sheet).

Other documents:

- Law on the national system of protected areas of the Comoros, official legal texts (degrees) to create the National Parks
- Strategy of extension of the national system of Protected Areas 2017 – 2021
- Strategic documents and action plans of the Government in the field of biodiversity protection, climate change, sustainable development and tourism (PCE, NDC, SCA2D)
- Feasibility study on creation of the trust fund for biodiversity conservation (FEC), December 2015
- Documents of management and functioning of the FEC
- Documents related to the National Protected Area management Agency
- AFD /NP Mohéli: Monitoring reports and scientific studies
- MAPE: Environmental Evaluation post Kenneth, 6/2019
- CREOCEAN : Cartographie du périmètre marin du parc national de Mohéli, 10/2019
- AIDE : TanaMeva report, 2021

Documents UNDP

- Development Assistance Framework
- Country Program Document (UNDAF) 2008-2014 and 2015-2019

5.5 Evaluation matrix

Critères d'évaluation	Indicateur	Méthode	Sources
Conception/élaboration du projet (Pertinence)			
Le projet est-il pertinent par rapport aux objectifs de la Convention des Nations Unies sur la conservation de la biodiversité (CCNUCB), aux autres objectifs des conventions internationales et aux priorités du PNUD/FEM ?	<ul style="list-style-type: none"> Les priorités et les domaines de travail de la CCNUCB sont intégrés dans la conception du projet Le niveau de mise en œuvre de la CCNUCB x Comores et la contribution du projet Les priorités et les domaines de travail des autres conventions intégrés dans la conception du projet L'alignement aux priorités du Programme du pays (PNUD) 	<ul style="list-style-type: none"> Analyse documentaire Entretiens avec l'UCP, le PNUD et d'autres partenaires au niveau national et international 	<ul style="list-style-type: none"> Descriptifs de projet (PRODOC, CEO) Les politiques et les stratégies nationales en vue de la mise en œuvre de la CCNUCB et des autres conventions internationales relatives à l'environnement PNUD /UNDAF programme de pays (CPD)
<p>Priorités nationales et appropriation par le pays :</p> <p>Le projet est-il pertinent par rapport aux objectifs environnementaux et de développement durable des Comores ?</p>	<ul style="list-style-type: none"> La mesure dans laquelle le projet sert les objectifs nationaux en matière d'environnement Le niveau de cohérence entre le projet et les priorités, les politiques et les stratégies nationales L'appréciation des parties prenantes nationales relative à l'adéquation de la conception et de la mise en œuvre du projet avec les réalités nationales et aux capacités existantes Le niveau de participation des fonctionnaires et des autres partenaires dans le processus de conception du projet La cohérence entre les besoins exprimés par les parties prenantes nationales et les critères du PNUD-FEM 	<ul style="list-style-type: none"> Analyse documentaire Entretiens avec l'UCP, le PNUD, la DGEF et d'autres partenaires au niveau national et international 	<ul style="list-style-type: none"> Politiques et stratégies nationales et sectorielles. PRODOC, rapport de l'évaluation à mi - parcours UCP, DGEF, PNUD et autres partenaires au niveau national et international
<p>Enseignements tirés des autres projets pertinents :</p> <p>Ils sont pris en compte de façon suffisante dans la conception ?</p>	<ul style="list-style-type: none"> Niveau d'incorporation des enseignements des autres projets dans la conception 	<ul style="list-style-type: none"> Analyse documentaire 	<ul style="list-style-type: none"> PRODOC
<p>Théorie de changement et analyse du cadre de résultats :</p> <p>Le projet présente-t-il une cohérence interne au niveau de sa conception ?</p>	<ul style="list-style-type: none"> Le niveau de cohérence entre les résultats attendus du projet et la logique interne de sa conception Le niveau de cohérence entre la conception du projet et l'approche adoptée pour sa mise en œuvre Adéquation des indicateurs 	<ul style="list-style-type: none"> Analyse documentaire Entretien avec les principales parties prenantes du projet 	<ul style="list-style-type: none"> Analyse du PRODOC, CL, évaluation à moi - parcours Principaux entretiens (PNUD, UCP, DGEF)

Hypothèse et risques : Ils sont pertinents et les mesures d'atténuation sont pertinentes et à jour ?	<ul style="list-style-type: none"> ■ Pertinence des hypothèses et des risques ■ Adaptation des mesures d'atténuation ■ Niveau de suivi et d'actualisation des risques 	■ Analyse documentaire	<ul style="list-style-type: none"> ■ Rapports de suivi des risques ■ PRODOC
Egalité des sexes et autonomisation des femmes	<ul style="list-style-type: none"> ■ Incorporation des actions spécifiques en faveur des femmes ■ Distinction des indicateurs du CL selon les sexes ■ Représentativité des femmes dans les COCOV et d'autres associations bénéficiaires 	<ul style="list-style-type: none"> ■ Analyse documentaire ■ Entretiens et analyse SEPO avec les femmes de la population riveraine des APs 	<ul style="list-style-type: none"> ■ PRODOC et CL, rapports annuels et semestriels, suivi des indicateurs ■ Listes des membres des COCOV ■ Femmes des bénéficiaires et parties prenantes locaux
Mesures de protection sociale et environnementale	■ Degré et qualité d'intégration des mesures dans la conception	■ Analyse documentaire	■ PRODOC
Participation prévue des parties prenantes : Le projet répond-il aux besoins des bénéficiaires ciblés aux niveaux local et national ?	<ul style="list-style-type: none"> ■ La solidité du lien entre les résultats attendus du projet et les besoins des parties prenantes concernées ■ Le niveau de participation et d'inclusion des parties prenantes dans la conception et la mise en œuvre du projet 	<ul style="list-style-type: none"> ■ Analyse documentaire ■ Entretiens et analyse SEPO avec les acteurs et bénéficiaires locaux 	<ul style="list-style-type: none"> ■ PRODOC, évaluation à mi-parcours, rapports annuels ■ Bénéficiaires et parties prenantes / acteurs locaux
Les liens entre le projet et d'autres interventions au sein du secteur : Dans quelle mesure le projet est-il pertinent par rapport aux activités financées par d'autres donateurs /projets ?	<ul style="list-style-type: none"> ■ Degré de cohérence et de complémentarité du projet par rapport aux programmes des autres donateurs, tant au niveau national que local ■ Degré de fonctionnement des plateformes d'échange et de coordination des PTF (dans le domaine 'Environnement et Changements Climatiques') 	<ul style="list-style-type: none"> ■ Analyse documentaire ■ Entretiens PNUD, DGEF et PTF (AFD, UE) 	<ul style="list-style-type: none"> ■ Analyse de la Stratégie Commune d'Assistance Pays (SCAP), PRODOC, rapport de l'évaluation à mi-parcours ■ Rapports du groupe thématique des PTF « Environnement et Changements Climatiques »
Modalité de gestion : Elle est adaptée pour la mise en œuvre efficace du projet ?	<ul style="list-style-type: none"> ■ Degré d'opérationnalité de gestion quotidienne (Comité de pilotage, délais dans la gestion financière et administrative) ■ Appropriation et engagement de la DGEF dans la gestion 	<ul style="list-style-type: none"> ■ Analyse documentaire ■ Entretiens DGEF et UCP 	<ul style="list-style-type: none"> ■ Compte - rendus des réunions du COPIL ■ Planifications et rapports financières et administratifs
Mise en œuvre du projet (Efficacité)			
Les résultats escomptés et les objectifs relatifs au projet ont-ils été atteints de façon efficace ?	■ Niveau d'atteinte des cibles du cadre logique du descriptif de projet	<ul style="list-style-type: none"> ■ Analyse documentaire et comparative, actualisation du tableau des données des indicateurs au stade mi-parcours ■ Entretiens avec acteurs principaux du projet ■ Entretiens avec les parties prenantes ■ Analyse SEPO avec les bénéficiaires finaux 	<ul style="list-style-type: none"> ■ Données figurant dans les PTAs et rapports du projet, le rapport d'évaluation à mi – parcours, le système de suivi interne du projet, PIR, rapports COPIL, évaluation à mi – parcours, METT scorecards ■ PNUD, UCP, DGEF, bénéficiaires finaux
Quels sont les facteurs qui ont influencé positivement ou négativement à tous les niveaux l'atteinte des	■ Forces et opportunités	■ Analyse SEPO (SWOT) avec les différents niveaux	■ Analyse documentaire (rapports COPIL, documents

objectifs et résultats du projet ?	<ul style="list-style-type: none"> ■ Contraintes et menaces 	des acteurs/parties prenantes	<ul style="list-style-type: none"> ■ par rapport au contexte national, ...) ■ Entretiens avec les acteurs principaux et les parties prenantes
Gestion adaptative : Il y a des modifications de la conception du projet et des produits du projet au cours de la mise en œuvre et sont-elles adaptées ?	<ul style="list-style-type: none"> ■ Degrée d'adaptation de la conception au changement du contexte ■ Intégration des recommandations de l'évaluation à mi – parcours dans la conception actualisée 	<ul style="list-style-type: none"> ■ Analyse documentaire ■ Entretien avec les acteurs principaux du projet (UCP, DGEF, PNUD) 	<ul style="list-style-type: none"> ■ Comparaison CL initial et actualisé
Gestion adaptative : Comment la crise COVID 19 a affecté la mise en œuvre du projet et quelles mesures de gestion adaptative ont été prises ?	<ul style="list-style-type: none"> ■ Délais et non-réalisation des activités prévues ■ Alternatives développées pour les réunions et formations ■ Degrée et qualité de l'adaptation de la gestion quotidienne des APs pendant la crise 	<ul style="list-style-type: none"> ■ Analyse documentaire ■ Entretien UCP, conservateurs des APs 	<ul style="list-style-type: none"> ■ PTA 2020 et 2021, Rapport annuel 2020, rapport trimestriels 2020-2021, rapport 1^{er} semestre 2021 ■ UCP et personnel du terrain
Participation réelle des parties prenantes et accords réels de partenariat : La participation réelle des parties prenantes correspond-elle aux prévisions ? Les stratégies de partenariat développées ont-elles été efficaces ou non pour l'atteinte des résultats ?	<ul style="list-style-type: none"> ■ Degrée de réalisation réelle des prévisions de la participation du PRODOC ■ Partenariats créés et leur contribution pour l'atteinte des résultats ■ Degrée et qualité des réalisations par les partenaires 	<ul style="list-style-type: none"> ■ Analyse documentaire : PRODOC et rapports annuels/semestriels ; Degrée et qualité de la mise en œuvre des contrats/MoU, analyse des stratégies de partenariat /contrats ■ Analyse SEPO des réalisations des partenaires ■ Entretiens avec les partenaires et l'UCP 	<ul style="list-style-type: none"> ■ Contrats de collaboration (MoU) et rapports des partenaires ■ Partenaires (UdC, Ulanga, Dahari, AIDE,...), UCP
S&E, conception à l'entrée : La conception du suivi et de l'évaluation à l'entrée a été adéquate aux besoins du projet et en lien avec les directives PNUD /FEM ?	<ul style="list-style-type: none"> ■ Qualité et adéquation du CL (indicateurs, référence, cibles) et des autres critères de suivi aux besoins du projet 	<ul style="list-style-type: none"> ■ Analyse documentaire ■ Entretiens UCP 	<ul style="list-style-type: none"> ■ PRODOC, CL, plan de suivi ■ UCP (chargé du S&E)
S&E, mise en œuvre et évaluation globale : Quelle est la qualité de la mise en œuvre du plan de suivi et d'évaluation ? Comment sont valorisées les informations du système S & E par le projet ?	<ul style="list-style-type: none"> ■ Performance de la gestion adaptative et niveau d'intégration des informations du système S&E dans la planification des activités 	<ul style="list-style-type: none"> ■ Analyse documentaire ■ Entretiens UCP 	<ul style="list-style-type: none"> ■ Rapports de suivi, PIR, rapports annuel, évaluation à mi - parcours ■ UCP, chargé de S&E
Partenaire de mise en œuvre (PNUD) (*) et agence d'exécution (*), contrôle/mise en œuvre globale du projet et exécution (*) : Les modalités de la mise en œuvre sont-elles favorables et adaptées pour le projet ? Quel est le niveau de performance en termes de gestion et de coordination et de mise en œuvre des arrangements institutionnels ?	<ul style="list-style-type: none"> ■ Opérationnalité et qualité des recommandations du COPIL ■ Degrée et qualité du suivi par le PNUD ■ Degrée et qualité du suivi par la DGEF ■ Collaboration entre la DGEF (direction du projet) et l'UCP 	<ul style="list-style-type: none"> ■ Analyse documentaire ■ Entretiens UCP, PNUD, DGEF 	<ul style="list-style-type: none"> ■ PIR, rapports de suivi DGEF, compte rendus COPIL ■ UCP, DGEF, PNUD
Partenaire de mise en œuvre (PNUD) (*) et agence d'exécution (*), contrôle/mise en œuvre globale du projet et exécution (*) : Les mesures de coordination et de communication avec les autres initiatives sont-elles adéquates ?	<ul style="list-style-type: none"> ■ Mécanismes et degré de coordination au sein du système NU, par la DGEF, entre les OPTF actifs dans le domaine ■ Outils de communication 	<ul style="list-style-type: none"> ■ Entretiens DGEF, PNUD, UCP, PTF (UE, AFD) ■ Analyse documentaire 	<ul style="list-style-type: none"> ■ DGEF, PNUD, UCP, PTF (UE, AFD) ■ PV des réunions de coordination ■ Site(s) internet, publications 'grand public', documentation des événements de communication

Gestion des risques, y compris les Normes environnementales et sociales : Comment les risques et l'atténuation des risques sont-ils gérés ?	<ul style="list-style-type: none"> Exhaustivité de l'identification des risques et des hypothèses lors de la planification et de l'élaboration du projet Qualité des systèmes d'information existants en place pour identifier les risques émergents et d'autres problèmes Qualité de stratégies d'atténuation des risques élaborées et suivies 	<ul style="list-style-type: none"> Analyse documentaire Principaux entretiens avec l'UCP 	<ul style="list-style-type: none"> PRODOC, rapports annuels, système de suivi interne du projet UCP
Mise en œuvre du projet (Efficience) :			
Financement : Sont les moyens logistiques et humains et les procédures au niveau de l'équipe de gestion adéquates à la mise en œuvre du projet ?	<ul style="list-style-type: none"> Moyens humains et logistiques prévus /déployés au niveau de l'équipe de gestion et des sites d'intervention du projet Les rôles définis et effectifs du personnel 	<ul style="list-style-type: none"> Analyse documentaire Entretiens avec l'UCP le PNUD Entretiens avec les partenaires concernés 	<ul style="list-style-type: none"> Budget, Rapports techniques et financiers, évaluation à mi-parcours, rapports COPIL UCP Partenaires de la mise en œuvre
Financement : La planification financière et la programmation des activités est-elle efficiente ? <ul style="list-style-type: none"> Comment le CL et les PTA sont-ils utilisés ? Quelle est la disponibilité du budget par rapport aux activités inscrites dans le CL ? Les fonds ont-ils été mis à disposition dans les délais requis, tant de la part du PNUD /FEM que de l'UCP ? Les modalités et procédures de gestion administrative, comptable et financière posent-elles des défis ? 	<ul style="list-style-type: none"> Appréciation sur la qualité, la pertinence et l'utilisation du CL et des PTA comme outil de planification Niveau de décaissement vs. niveau de mise en œuvre des activités Délais moyens de la mise à disposition des fonds Niveau de réalisation des PTA Niveau de performance en termes de gestion, de coordination et de mise en œuvre des arrangements de partenariat/contrats 	<ul style="list-style-type: none"> Analyse documentaire Entretiens UCP et PNUD Entretiens avec les partenaires /contractants concernés 	<ul style="list-style-type: none"> Documents /rapports financiers, CL, PTA, rapports trimestriels et annuels, rapports COPIL, contrats partenaires PNUD, UCP
Financement : La mise en œuvre financière du projet a-t-elle été conformément à la proposition initiale (prévue ou réelle) ?	<ul style="list-style-type: none"> Niveau de décaissement effectif vs. planifié 	<ul style="list-style-type: none"> Analyse documentaire Entretiens UCP et PNUD 	<ul style="list-style-type: none"> Budget, documents /rapports financiers PNUD, UCP
Financement : Dans quelle mesure l'intervention a-t-elle produit des résultats aux meilleurs coûts possibles ?	<ul style="list-style-type: none"> Procédures d'attribution des marchés Justifications du choix des modalités de la mise en œuvre 	<ul style="list-style-type: none"> Analyse efficacité-coût Analyse documentaire Entretiens PNUD et UCP 	<ul style="list-style-type: none"> PRODOC, rapports financiers, documents contractuels PNUD, UCP
Financement : Dans quelle mesure les stratégies de partenariat développées ont-elles été efficaces ou non pour l'atteinte des objectifs du projet ?	<ul style="list-style-type: none"> Prix et qualité des réalisations par les partenaires 	<ul style="list-style-type: none"> Analyse SEPO des réalisations des partenaires et analyse efficacité – coût Entretiens UCP et partenaires 	<ul style="list-style-type: none"> UCP
Cofinancement : La collecte de fonds (cofinancement) s'est-elle déroulée	<ul style="list-style-type: none"> Niveau de mobilisation des cofinancements 	<ul style="list-style-type: none"> Analyse documentaire 	<ul style="list-style-type: none"> Documents financiers, lettres de cofinancement,

comme prévu ?		■ Entretiens PNUD et UCP	rapports de suivi des cofinancements ■ UCP, PNUD
Résultats du projet (Durabilité)			
Financière : Une stratégie de sortie a-t-elle été définie ?	■ Existence et mise en œuvre d'une stratégie de sortie	■ Analyse documentaire ■ Entretiens UCP, DGEF	■ PRODOC, documents stratégiques du projet ■ Equipe de gestion du projet
Financière : Le projet tient-il suffisamment compte des questions liées à la durabilité financière et économique ? Les dépenses renouvelables après l'achèvement du projet sont-elles viables et supportables pour les bénéficiaires et les parties prenantes locaux ? Il y a la mobilisation des nouveaux mécanismes de financement ? Est-ce le FEC opérationnel et fonctionnel ?	■ Niveau des dépenses renouvelables après l'achèvement du projet et sources de financement de ces dépenses après le projet ■ Opérationnalisation et fonctionnalité du FEC et de l'agence de gestion des AP	■ Analyse comparative ■ Entretiens avec l'UCP, DGEF, FEC ■ Entretiens et analyse SEPO avec les bénéficiaires et parties prenantes locaux	■ Documents stratégiques du projet (PIF, rapports PRODOC, étude de faisabilité financière en cas échéant ■ UCP, DGEF, personnel FEC/agence de gestion des AP ■ Bénéficiaires et acteurs locaux (communes, services techniques déconcentrés, groupements locaux de cogestion, ONG)
Socio-politique : Existe-t-il des risques socio-politiques suite aux réalisations du projet ?	■ Existence et opérationnalité des comités de cogestion ■ Existence des mécanismes locaux de gestion des conflits liés à l'accès aux réalisations et bénéfices ■ Degré de développement des alternatives de subsistance	■ Analyse documentaire ■ Entretiens UCP ■ Entretiens et analyse SEPO avec les bénéficiaires et parties prenantes locaux	■ PRODOC, rapports PPG, conventions locales, rapports annuels et trimestriels ■ UCP ■ Bénéficiaires, acteurs et parties prenantes locaux
Cadre Institutionnel et de la gouvernance : Les partenariats développés pourront-ils assurer la durabilité technique et institutionnelle des résultats du projet et de leurs impacts ? Existe-t-il des preuves indiquant que les partenaires du projet poursuivront leurs activités au-delà du soutien au projet ?	■ Niveau et qualité d'implication des partenaires (services techniques déconcentrés, autorités locales, communes et communautés locales, ONG) ■ Actions propres des partenaires en faveur des activités du projet	■ Analyse des contrats et MoU et de la qualité des services /contributions ■ Entretiens avec les partenaires	■ Contrats de services/subvention, MoU avec d'autres partenaires ■ Services techniques/institutions/ONG sous – contrat et/ou ayant signé un MoU

5.6 Used Questionary guides

Questions clés pour les entretiens sur le terrain (acteurs et bénéficiaires locaux)

Groupes cibles :

- Informateurs clés (personnel du terrain du projet, entrepreneurs, services déconcentrés impliqués, ONG locales, autorités locales)
- Communautés locales et bénéficiaires finaux (mairies, groupes et individus de la population impliqués directement dans la mise en œuvre, population pas directement impliquée dans la mise en œuvre

1. Quel a été votre rôle dans la conception et la formulation du projet ?
2. Quelles ont été vos attentes pendant la formulation du projet ?
3. Jusqu'à quel niveau le projet prend-il en compte les besoins prioritaires de votre localité ?
4. Quel est votre rôle dans la mise en œuvre du projet ?
5. Quelles sont les réalisations les plus importantes du projet jusqu'à ce jour ?
6. Quels sont les facteurs clés favorisant le succès du projet ?
7. Quelles sont les faiblesses constatées pendant la mise en œuvre du projet ?
8. Quelles bénéfices économiques le projet a-t-il généré dans votre communauté locale ou va-t-il générer dans l'avenir ?
9. Quel est l'impact environnemental du projet ou son impact futur probable dans votre localité ?
10. Les technologies et expériences ont-elles été répliquées par les gouvernements locaux, les ONG/associations, le secteur privé, les individus ?
11. Comment jugez-vous les partenariats de la mise en œuvre des activités du projet ?
12. Quelle est votre impression générale du succès du projet jusqu'à ce jour ?
13. Comment continueront les activités du projet après le financement ? Il y a des ressources financières et des capacités humaines et techniques pour assurer la cogestion des APs et l'entretien des ouvrages dans votre localité ?
14. Comment vous êtes organisés pour la continuation des activités ?
15. Proposez des mesures d'amélioration de la mise en œuvre du projet dans l'avenir ou des projets similaires. Qu'est-ce que on peut faire mieux dans l'avenir ?

Questions clés pour les entretiens avec les gestionnaires du projet et les partenaires de la mise en œuvre

L'EQUIPE DE LA MISE EN OEUVRE DU PROJET

Formulation du projet

1. La formulation du projet a-t-elle été satisfaisante ?
2. Le projet est-il en conformité avec les politiques nationales en matière de la conservation de la biodiversité ?

Mise en œuvre

3. Donner les éléments majeurs ayant caractérisé l'environnement de mise en œuvre du projet :
 - Les opportunités qui étaient présentes dont le projet a capitalisé ou pas ? ;
 - Les contraintes qui auraient entravé l'atteinte de certains résultats ou la mise en œuvre globale du projet (y inclut le cadre juridique des APs, le financement durable des APs, l'impact de la crise sanitaire COVID – 19)
 - Les événements majeurs ayant marqué le cours du projet avec les dates et leurs effets potentiels sur les résultats obtenus
4. Quelle est la pertinence du contenu opérationnel du projet ?
 - Par rapport aux besoins de la DGEF et des autres institutions ;
 - Par rapport aux autres bénéficiaires, notamment locaux (implication dans la cogestion, écotourisme et AGR) ;
 - Par rapport à l'approche nationale en ce qui concerne la protection de la biodiversité.

Cohérence du projet

5. Cohérence interne : est-ce que le projet tel qu'articulé était dans son montage en mesure de produire les effets escomptés (les citer) ?
6. Cohérence externe : est-ce que le positionnement du projet était en adéquation, en alignement, en synergie ou en conflit avec les autres stratégies et programmes en liens avec la protection de la biodiversité et avec les autres priorités du développement national ?
7. Cohérence du projet avec les plans, politiques ou stratégies nationaux/sectoriels ?

Pertinence du projet

8. Dans quelle mesure le projet a été pertinent par rapport :
 - aux besoins et priorités des populations dans les 3 îles cibles ?
 - aux objectifs de développement des Comores et à la vision de développement et aux priorités du PNUD/FEM ?

Efficacité

9. Quels sont les principaux produits que vous avez obtenus avec le projet ?
10. Quelle est votre appréciation en termes de qualité et d'utilité de ces produits ?
11. Quelles en sont les utilisations faites à ce jour de ces produits ?
12. A quel % estimez-vous que les résultats escomptés du projet aient été atteints ?

Efficience

13. Dans quelle mesure les ressources financières et humaines mises en œuvre ont-elles été en adéquation avec les résultats et objectifs attendus du projet ?
14. Les moyens prévus par le projet ont-ils été disponibles pour réaliser les activités dans les délais prévus ?
15. La mise en œuvre du projet a-t-elle permis d'atteindre les objectifs fixés à des coûts raisonnables et sans gaspillage ?

Effets/impacts

16. Quels sont les changements induits attribuables directement ou indirectement au projet ?
17. Quelles stratégies ont-elles été développées, sont en cours ou envisagées pour pérenniser les acquis du projet ?

Organisation et gestion

18. Quelle est votre appréciation de :

- Structure & Personnel de l'intervention ?
- Gestion financière ?
- Gestion du matériel ?
- Suivi & Evaluation ?
- Documentation & Rapportage ?
- Cofinancement ?

Les acteurs et leurs rôles

19. Quelle est votre appréciation :

- du montage institutionnel ?
- de l'implication des parties prenantes et des partenaires dans la mise en œuvre du projet ?
- Est-ce que l'ensemble des acteurs principaux et des partenaires ont pleinement joué leur rôle ?

Résultats

20. Quelle est la contribution à ce stade de la mise en œuvre du projet à l'atteinte des résultats attendus (avancement des indicateurs du cadre logique) ?

21. Et de l'objectif ? (Efficacité et impacts)

22. Quelle est la probabilité de durabilité, de réplication et de vulgarisation des résultats après la mise en œuvre du projet ? (Durabilité) ?

23. Quels sont les points forts et points faibles du projet ?

24. Quelles sont les leçons et perspectives pour la suite ?

LES ORGANISMES PARTENAIRES

1. Quel est le rôle de votre organisation dans la mise en œuvre du projet et des principaux résultats atteints

2. Comment appréciez-vous l'utilisation des produits générés avec votre appui par les bénéficiaires ?

3. Quelle est votre appréciation globale de la manière dont le projet s'est mis en œuvre (Implication et coordination des institutions parties prenantes, approche d'intervention, qualité globale des produits livrés et de leur durabilité) ?

4. Quelle est votre appréciation du niveau d'appropriation des produits générés par le projet par les bénéficiaires ?

5. Citer des points forts et des points faibles de ce projet ?

6. Quelles sont les leçons apprises ?

7. Quelles sont les perspectives ?

5.7 Other technical annexes


5.7.1 Project budget sold


COMPONENTS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	TOTAL
PRODOC							
PA system strengthened through expansion and capacity building	102.450,0 0	252.500,00	142.400,00	130.700,0 0	130.900,0 0	84.300,00	843.250,00
Site level PA operationalization	332.200,0 0	1.257.700,0 0	776.500,00	619.200,0 0	429.450,0 0	243.227,0 0	3.658.277,0 0
Project management	28.450,00	44.900,00	44.900,00	44.900,00	44.100,00	37.223,00	244.473,00
TOTAL1	463.100,0 0	1.555.100,0 0	963.800,00	794.800,0 0	604.450,0 0	364.750,0 0	4.746.000,0 0
Project execution							
	2016	2017	2018	2019	2020	2021	TOTAL
PA system strengthened through expansion and capacity building	106.128,4 3	1.033.961,4 5	350.789,07	279.366,3 8	37.300,43	4.428,75	1.811.974,5 1
Site level PA operationalization	139.875,4 2	642.726,70	1.362.408,4 1	461.012,3 8	345.272,4 4	240.451,7 9	3.191.747,1 4
Project management	471.048,6 8	-19.982,74	-347.986,33	72.332,55	17.603,03	149.202,2 4	342.217,43
TOTAL2	717.052,5 3	1.656.705,4 1	1.365.211,1 5	812.711,3 1	400.175,9 0	394.082,7 8	5.345.939,0 8

5.7.2 Summary of achievements of project outcomes



Objective						
To establish an expanded and functional system of protected areas (PAs) in the Union of Comoros, representative of the country's biodiversity endowment and with good prospects for a sustainable future.						
			Rating and justification MTR 4-6/ 2018	Implementation status 2021	Terminal Evaluation comments	Rating HS – HU
Description of Indicator	Baseline Level	End of project target level	Sources: Level at 30 June 2018 (PIR 2018), MTR report 6/2018	Sources: PIR 2021, annual reports	Sources: TE observations, most recent information	
<p>1. Capacity development scores for the three island PA system applied on main PA managing entities (government and non-government):</p> <ul style="list-style-type: none"> - Systemic capacity - Institutional capacity - Individual capacity 	<p>Average scorecard results, as applied during project preparatory phase:</p> <p>30%</p> <p>24%</p> <p>29%</p>	<p>Scores are independently applied or vetted by evaluators and reach at least:</p> <p>45%</p> <p>40%</p> <p>35%</p>	<p>On track.</p> <p>Systemic capacity: 35 percent</p> <p>-Adoption of the strategy to expand the 2017-2021 national protected areas system, whose vision is as follows: "By 2021, the protected areas system will provide rational management of 25 percent of the national territory, based on a community approach, to achieve environmentally and economically sustainable development."</p> <p>-Adoption of the protected areas law by the parliamentary commission. The deputies were unable to adopt the law in parliamentary session because of an institutional crisis within the Assembly of the Union of the Comoros that began in April 2018.</p> <p>This law provides supports creation of protected areas and a national protected areas agency for the country, including establishing a board of directors. Given the situation, the project plans to create protected areas by decree, in accordance with certain provisions of the framework law on environmental management.</p> <p>The challenge facing the protected areas is uncertain funding. An environmental fund is to be created to support the country's protected areas. It will be associated with the Madagascar biodiversity fund, the Fondation pour les Aires Protégées et la Biodiversité de Madagascar (FAPBM). The campaign to mobilize funding will be launched in the second half of 2018.</p> <p>Institutional Capacity: 30 percent</p> <p>-Development and validation of management plans for each protected area: Karthala, Mistamihouli, Coelacanth, Ntringui</p>	<p>Target achieved</p> <p>Systemic capacity: 45%</p> <p>The law on the national system of protected areas promulgated by Presidential Decree No. 19-125PR shows the Government's commitment to supporting the protection of Comoros' biodiversity. In addition, five draft decrees for the official creation of national parks were sent to the Council of Ministers on 23 September 2020 and approved.</p> <ul style="list-style-type: none"> - Karthala National Park - Coelacanth National Park - Mitsamiouli-Ndroudé National Park - Mount Ntringui National Park - Shissiwani National Park <p>As recommended by the Government, additional work was done between the legal services of the Ministry and the legal services of the Presidency, and the finalized decrees were sent to the legal service of the Presidency to be submitted to the President of the Union of Comoros for signature. However official promulgation by Presidential Decree is not yet done due to restructuration of the government in 9/2021. Signature is expected for end September 2021.</p> <p>In addition, on 28 October 2020, Moheli (Mwali) Island was awarded the status of UNESCO Biosphere Reserve, an international label that is conducive to scientific research, the preservation of biodiversity and attractive</p>	<p>Using only the METT scorecards as indicator seems to be insufficient to measure the complex aspects of systemic and institutional capacities to manage the PA system.</p> <p>Targets are achieved and progresses have been made, however they are at project end still insufficient to ensure functionality of the PA system without significant further donor and project support. Using only METT scorecards gives a too positive image, in particular for institutional capacities of the recently created Agency and for the FEC.</p>	MS

		<p>and Shisiwani; the boundaries and zoning for these five new protected areas are georeferenced.</p> <p>-The national protected areas agency, which will administer and manage the terrestrial and marine protected areas system, will be created when the protected areas law is adopted in plenary session.</p> <p>- 121 people trained in protected area management are deployed in the field to manage all of the Comoros' protected areas.</p> <p>- Operational resources for effective protected area management are available: Equipment for surveillance, ecological monitoring and construction/rehabilitation of protected area offices.</p> <p>Individual capacity: 32 percent</p> <p>426 actors responsible for protected areas management are trained on 20 protected area management modules: guide, marine and terrestrial ecology; negotiating co-management agreements and developing survey forms; importance of respect for gender equality; training in preparing and using management plans; knowledge of target species and ecosystems.</p> <p>The project's weaknesses are in the areas of involving the communities in managing the protected areas. The project has not been able to provide adequate capacity-building training for the members of the protected areas' co-management, although they will responsible to ensure the future management of the national parks. Future efforts will focus entirely on training the co-management actors, particularly the co-management committees in the protected areas created and the persons directly affected by their creation.</p>	<p>for ecotourism investments. The President of the Republic shared this joy and specified in a letter that the designation of Mwali Island as a World Biodiversity Site is also a major asset for the improvement of the living conditions of the population and for the socio-economic development of the island and the whole country.</p> <p>In order to operationalize this designation, an emergency action plan 2021-2023 is being developed by the MAB-Mohéli committee in partnership with the Governorate of Mwali.</p> <p>Following the withdrawal of FAPBM as a partner of the FEC to house and manage its future endowments, the Board of Directors of the Comoros Environmental Fund (FEC) approved the preparation and submission of a law on foundations so that the FEC can create and house its own funds at the national level.</p> <p>Institutional capacity: 40%</p> <p>The national park directorates are established and operational (5 conservators; 7 community mobilization specialists; 54 ecoguards), as well as the 56 village co-management committees and the 6 protected area steering committees.</p> <p>In addition, the project facilitated the establishment of the national protected area management agency in October 2020.</p> <p>In accordance with Article 53 of Law No. 18-005/AU of December 05, 2018 on the national system of protected areas of the Comoros on the delegation of management. The agency is an association governed by the provisions of Law No. 86-006/AF of May 30, 1986 on the contract of association and has legal personality and enjoys administrative and financial autonomy.</p> <p>The association composed of 52 founding members from different personalities working in the field of environment, legal, socio-economic, financial, as well as state</p>	
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				<p>institutions, NGOs and private sectors has validated the statutes governing the Agency and the internal regulations during the first meeting of formalization.</p> <p>A board of directors composed of 11 members is set up in accordance with the statutes of the Agency.</p> <p>Individual capacity: 30%</p> <p>In addition to the 680 stakeholder members trained during the project and all the management units trained, and facing the health situation related to COVID which limited travel and gathering of people, the project focused on continuing to build staff capacity through online training provided through the IUCN MOOC program. Thus, 30 ecoguards were trained as ecological guides; 5 agents were trained in marine protected area management; 4 agents were trained in scientific report writing methodologies and 6 agents were trained in monitoring and evaluation of protected area management performance.</p>		
2. Estimated annual financial gap for sustaining an expanded PA system under a basic PA management scenario (\$ million)	\$1.7M - \$2.1M for the current and extrapolated financial gap (based on the 2014 application of the financial scorecard)	The gap is reduced by approx. 10% by project end	<p>On track.</p> <p>The financial deficit totals USD 938,241, based on the results obtained using the Financial Sustainability Scorecard.</p> <p>With support from AFD, in connection with the project to support Mohéli National Park, EUR 3,000,000 has been raised to manage this park.</p> <p>Similarly, the process of creating an environmental fund for the Comoros (FEC) is nearly complete. The board of directors has been set up, the economic and legal studies have been validated, the fundraising strategy has been adopted, and the pooling arrangement between the Comoros fund and the FAPBM, authorized by the board of directors, has just been approved by the Comorian Government in the Council of Ministers. Operationalization of this fund will thus provide the protected areas network a sustainable funding mechanism.</p>	<p>End of project target achieved.</p> <p>The annual financial deficit of the national protected areas system based on a basic scenario of financial needs is USD 970,000. This amount is significantly higher than 2020 and is explained by the fact that the protected areas lack funding this year (GEF funds ended) and are waiting for the PIMS 6257 project to relaunch and mobilize the funding needed to fill the gap.</p> <p>The Comoros Protected Areas Management Agency is increasing its efforts to mobilize funding to cover the needs of activities included in the management and development plans for protected areas:</p> <p>- USD 80,000 are mobilized by the DGEF from the WIO-SAP program for the benefit of the Shisiwani National Park (Implementation of the Strategic Action Programme for the</p>	The systematic succession of a GEF financed project by new projects financed by the donor's is not a sustainable mechanism for the functioning of the PA system. This strategy should be reviewed and replaced by sustainable funding of the FEC or other national or international resources mobilization mechanisms.	

			<p>The Comorian Government plans to develop another GEF7 project to operationalize the protected areas created in the Comoros so that it will have enough time to mobilize sustainable financing and secure the achievements in terms of resource management and co-management with neighbouring communities.</p>	<p>protection of the Western Indian Ocean from land-based resources and activities) of the Nairobi Convention to restore 2 ha of mangroves, 5 ha of seagrass beds and reforest 2500 plants on the Selle islet.</p> <ul style="list-style-type: none"> - The partnership established between the Mitsamiouli-Ndroudé National Park and the NGO ULANGA has allowed the mobilization of 7,500,000 KMF to SCS (Swiss Cetacean Society) to reinforce the night surveillance of the Ndroudé area by increasing the number of ecoguards by 4. - The support for the reinforcement of the eco-school caravan allowed to mobilize 10,000 Euros from the NGO MAEECHA to continue environmental education in the 28 pilot schools of the Comoros national parks. - In partnership with the NGO WILDOCEANS (South Africa). This project, worth USD 1,000,000 once secured in 2021, will allow the development of a marine spatial plan, increase the protected marine area to 10%, and provide technical and financial support to the 3 new marine protected areas in addition to the Moheli National Park. - A call for applications was launched at the global level for innovative projects related to the implementation of the SDGs14 and funded by SIDA and NORAD. Out of 600 projects identified by the organizers, 9 were selected, including one from the Comoros on a program to collect and buy back plastic waste on the island of Moheli for an amount of 250,000 USD. - A concept note for a blue carbon project from coral reefs, mangroves and seagrass beds was developed and sent to the Global Fund for Coral Reef for funding. A business plan model is developed and the project form should be sent before the end of the first quarter of 2021. 		
3. Number of gazetted	One (1) MPA legally created	4 new national PAs and MPAs,	On track.	target achieved	The degrees for PA/MPA creation are still awaiting	

national PAs/MPAs effectively and equitably managed in collaboration with local populations	with significant gaps in terms of collaborative management	one extended PA and 4 community reserves legally gazetted and effectively managed by collaborative management committees	<p>Five new protected areas are being created:</p> <ul style="list-style-type: none"> -Karthala National Park -Coelacanth National Park -Mitsamiouli-National Park -Shisiwani National Park -Mount Ntringui National Park <p>The decrees creating these new protected areas have been drafted and are awaiting adoption of the law by the National Assembly so that they can be enacted. If the Assembly is unable to meet this year because of organizational problems, the decrees will be sent to the Government for enactment in accordance with the provisions of the framework law on the environment. The project coordination team will temporarily assume the functions of the national protected areas agency while awaiting the law's adoption.</p>	<p>5 new protected areas are approved by the Council of Ministers and sent to the President for official signature.</p> <p>They are:</p> <ul style="list-style-type: none"> - Karthala National Park - Mitsamiouli-Ndroude National Park - Coelacanth National Park - Shisiwani National Park - Mount Ntringui National Park 	<p>the signature of the President to become official.</p> <p>Co-management arrangements with local communities are developed or are under development (NP Coelacanth)</p>	
4. Number of sites that have been designated as globally important in terms of biodiversity that are integrated in the PA system	One (1) Ramsar site, lake Dziani-Boundouni is integrated in the PMM	The three Ramsar sites of the country (Karthala, Ntringui and lake Dziani-Boundouni) and three of the four IBAs (Mount Karthala, Mwali highlands and Ndzuani highlands) are included in the PA system by the end of the project	<p>On track.</p> <p>Two Ramsar sites are integrated into the protected area network:</p> <p>The decrees and the protected area management and development plans incorporate two Ramsar sites (Karthala and Mount Ntringui) and four areas of importance for the birds of the Comoros within the boundaries of the areas.</p> <p>Thanks to the terrestrial biodiversity inventory studies and the boundary-setting and zoning process, all the Ramsar sites and sites of importance for the birds within the national protected areas system were integrated into the national protected areas system.</p> <p>Similarly, a process to classify Mohéli island as a biosphere reserve in partnership with UNESCO has been launched. The 2018-2019 roadmap was validated by the Governorate of the Autonomous Island of Mohéli and the Directorate General of Environment and Forests (DGEF).</p>	<p>Target achieved</p> <p>In addition to the RAMSAR sites of Lake Boundouni, Karthala and Mount Ntringui, which are fully integrated into the Comoros protected area sites, the entire island of Moheli is officially classified as a UNESCO Biosphere Reserve. This international status confirms the character of the Island of Moheli as a world site of biodiversity, and a site of continuous research</p>	No TE comment, the target is achieved	(S)
Outcome 1: PA system strengthened through expansion and capacity building						
			Rating and justification MTR 4-6/ 2018	Implementation status 2021	Terminal Evaluation comments	Rating (HS – HU)
Description of Indicator	Baseline Level	End of project target level	Sources: Level at 30 June 2018 (PIR 2018), MTR report	Sources: PIR 2021, annual reports	Sources: TE observations, most recent information	

5. Coverage (ha) and proportion (%) of the country's land surface included in the national PA estate	3,725 ha representing 2% (islets in Moheli's Marine Park) of the land surface	By project end: approximately 50,500 ha representing ~27% of the land surface have been included in the national PA estate (including the gazetting of the terrestrial expansion of PMM to include Mwali's rainforest and of 2 new national PAs for the Karthala forest and Mount Ntringui)	<p>On track.</p> <p>The protected terrestrial coverage totals 47,479 ha, corresponding to 25.5 percent of the land area of the Comoros (see the maps of the terrestrial protected area boundaries).</p> <p>Pending the law's enactment, the draft park decrees are being developed, the management and development plans are being finalized, and the environmental and social safeguard plans are being defined.</p> <p>However, the Comorian government has begun building a road that passes directly within Mount Ntringui National Park. The objective is to open up the region and improve the circulation of people and goods. This road will have major environmental impacts and compromises the viability of the national park over the long term. The boundaries and zoning of this park could be reviewed after the study to be conducted this year; this could lead to changes in the current percentage of the land area classified as protected.</p>	<p>Target achieved</p> <p>After validation by the Council of Ministers and sending for signature the decrees for the creation of two new terrestrial parks, and the integration of georeferenced delimitation maps, the coverage of protected terrestrial areas has increased from 3,725 ha (2%) to 55,100 ha (27.4%).</p>	The degrees for PA creation are still awaiting the signature of the President to become official.	
6. Number of community reserves (CR) legally created	No official community reserve	Four new CRs created by end of year 4: two included in the Karthala forest national PA: Hantsogoma and Nyumbadju, the forest of Moya and the Turtle Island.	As noted last year, the four community reserves outlined in the project document are no longer planned. These areas have all been integrated into the national parks, as provided in the protected areas expansion strategy validated by the Government. Thus, two reserves – Hantsogoma and Nyumbadju – are incorporated in Karthala Park, the Moya reserve is incorporated in Mount Ntringui Park, and the Turtle Island reserve is incorporated in Mistamihouli Park.	<p>Target achieved</p> <p>The four community reserves outlined in the draft document have all been included in the national parks, as provided in the PA expansion strategy validated by the Government. Thus, two reserves – Hantsogoma and Nyumbadju – are included in Karthala Park, the Moya reserve is included in Mount Ntringui Park, and the Turtle Island reserve is included in Mitsamiouli-Ndroudé Park.</p>	The indicator is not any longer relevant, the initially planned community reserves are integrated in the new NPs.	N/A
7. Coverage (ha) and proportion (%) of the territorial waters covered by national MPAs and marine community reserves	36,675 ha (Moheli's Marine Park maritime area) representing 2.9% of the territorial waters.	Two national PAs (1 marine: Coelacanth zone and 1 terrestrial/marine: Bimbini peninsula) and one marine CR (Turtle Island) are legally created by end of year 4, for a total of 47 690 ha of marine area,	In 2017, the studies conducted led to the classification of 53,447 ha of protected marine coverage and in 2018, coastal areas and islets were also classified, bringing the protected marine coverage to 58,490 ha.	<p>Target achieved</p> <p>After validation in the Council of Ministers and sending for signature the decrees of creation of 3 new marine protected areas, and the integration of georeferenced delimitation maps, the coverage of marine protected areas has increased from 36,675 ha (2.96%) to 61,790 ha (5%).</p>	The degrees for MPA creation are still awaiting the signature of the President to become official.	

		representing 3.8% of the territorial waters.				
8. Financial Sustainability Scores for Comoros' PA System	Financial Sustainability Scorecard Scores: Component 1 – Legal, regulatory and institutional frameworks: 7 points Component 2 – Business planning and tools for cost-effective management: 6 points Component 3 – Tools for revenue generation by PAs: 7 points Total Score: 20 points	Scores of at least the following for components: Component 1: 18 points Component 2: 12 points Component 3: 14 points Total Score: 44 points (20%)	The results of the financial sustainability assessment, Financial Scorecard – Assessing Elements of the Financing System, are as follows: Component 1 – Legislative, regulatory and institutional frameworks 16 points Component 2 - Business planning and tools for profitable management: 6 points Component 3 – Tools for revenue generation by the PAs 8 points Total points: 30 Financial sustainability is very weak and constitutes the main challenge for coming years. The legal frameworks are not adequately developed to ensure revenue generation, such as taxes, entry fees and other environmental taxes. The national parks under development do not yet have business plans and cannot yet quantify their needs for financing or budget allocations to ensure effective management of the PAs. Tourism, which should contribute to generating financing in the protected areas, is not yet developed, including facilities such as housing and dining facilities. The process of creating an environmental fund for Comoros is still underway.	Target on track The financial score card assessment yielded the following results regarding the financial sustainability of the national protected area system. The total score for financial scorecard is 54/200. significantly higher than 2020. Component 1: legal, regulatory and institutional frameworks, the score is 28 points out of 90 corresponding to 31,1%. Component 2: Business planning and tools for cost effective management, the score is 14 points out of 59 corresponding to 23,7%. Component 3: Tools for revenue generation by PAs, the score is 12 points out of 71 corresponding to 16,9%.	This is a significant improvement. However, component 3 (Tools for revenue generation by PAs) needs further improvement. With 16.9%, the score doesn't meet the expected target. Using only the METT scorecards as indicator seems to be insufficient to measure the critical financial sustainability of the PA system.	MS
Outcome 2: Site level PA operationalization						
			Rating and justification MTR 4-6/ 2018	Implementation status 2021	Terminal Evaluation comments	Rating (HS – HU)
Description of Indicator	Baseline Level	End of project target level	Sources: Level at 30 June 2018 (PIR 2018), MTR report	Sources: PIR 2021, annual reports	Sources: TE observations, most recent information	
9. METT scores (threats) [1] PMM [2] Karthala*	Baseline threat level , measured as (a) total threat score and (b) number of threats that scored 3:	Independently vetted results from applying the METT for PAs, with respect to threats show the following:	The result of the threat scoring exercise, measured as (a) threat scoring and (b) number of threats that received a score of at least 3, is as follows: Mohéli National Park (a) 31 points; (b) 3 threats, or a 50 percent threat reduction. This is the result of Park team's awareness-raising and surveillance efforts, as well as of the efforts by the rangers	Target achieved Threat points in the protected areas of the Comoros National Protected Areas System in accordance with the Tracking Tool Biodiversity Assessment - METT yielded the following data on each national park:	The targets are achieved, but there have been nearly no further improvements since the MTR stage. The important threats (score 3) remain identic. This indicates that management measures in the NP have	(MS)

[3] Moheli Rainf	(a) 44 points, (b) 6 threats	(a) total threat points decrease by 15% by project end vis-à-vis the baseline; and (b) at least 5 of the top 9 threats which scored 3 at baseline have been reduced by 1 point, by the end of the project.	at the Shisiwani and Mitsamiouli parks, because most turtle poachers, for example, came from Bimbini and northern Ngazidja. The creation of these new marine protected areas helped reduce the threats to Mohéli National Park.	Karthala National Park 40 points. 04 threats still persist in this protected area 02 threats that score 3. - Deforestation - Development of roads and pedestrian paths in the forest	not yet a significant impact on destructive practices.	
[4] Mt Ntringui	(a) 55 points, (b) 10 threats					
[5] Moya Comm Res	(a) 72 points, (b) 15 threats		Karthala National Park: (a) 40 points; (b) 5 threats, or a 50 percent threat reduction.	Coelacanth National Park 21 points. 05 threats still persist in the park 01 threat that score 3. - trampling of corals at low tide		
[8] I Tortues Comm Res	(a) 29 points, (b) 8 threats		This is the result of the surveillance efforts by the rangers, with support from communities neighbouring the PAs, the national police and the communes. The latter voluntarily set up village committees to support the parks and have organized to provide surveillance of the PAs.	NP Mitsamiouli-Ndroudé 23 points. 05 threats still persist in this protected area 03 threats that score 3. - poaching of marine turtles - trampling of corals at low tide - the use of nets as a means of fishing		
[9] Z Coelac B Dauph	(a) 44 points, (b) 9 threats		Mount Ntringui National Park: (a) 31 points; (b) 7 threats, or a 60 percent threat reduction.	Shisiwani National Park, 29 points, 05 threats still persist in this protected area: 03 threats that score 3. - poaching of marine turtles - trampling of corals at low tide - the use of nets as a means of fishing		
[10] Bimbini-I Selle	(a) 46 points, (b) 11 threats		The major threat involves construction of the road linking the villages of Dindri and Lingoni, which harms the integrity of Mount Ntringui National Park. This route passes through the park's interior and has created significant damage in terms of tree cutting. It has also harmed conservation targets, including the Livingstone fruit bats, small owls and other endemic birds, which could disappear altogether.	Mont Ntringui National Park, 31 points. 04 threats are listed. 02 threats that score 3. - deforestation - the road linking Dindri and Lingoni which has cut the park perimeter in two.		
* Note: Includes also the following sites:	(a) 45 points, (b) 4 threats			Moheli National Park, 31 points. 09 threats are identified in this park. 04 threats that score 3. - poaching of turtles - trampling of corals at low tide - deforestation - extension of ylang ylang cultivation plots.		
[6] Hantsogoma Comm Res	(a) 64 points, (b) 12 threats		Mitsamiouli-Ndroudé National Park: (a) 23 points; (b) 4 threats, or a 75 percent threat reduction.			
[7] Ngubadju Comm Res			This is the result of the awareness-raising campaigns targeting women who fish on foot and fishers who previously used dynamite and have agreed to abandon those destructive practices.			
			Coelacanth National Park: (a) 21 points; (b) 1 threats, or a 90 percent threat reduction. This is the result of awareness-raising efforts directed at the fishers and trainings in ecologically-sound fishing. No coelacanth have been caught accidentally in three years. Shisiwani National Park: (a) 29 points; (b) 4 threats, or a 67 percent threat reduction. Turtle poaching has stopped altogether. Eight villages bordering Shisiwani National Park voluntarily stopped the practice of gillnetting.			

10. METT scores (over 102 possible points) : [1] PMM [2] Karthala* [3] Moheli Rainf [4] Mt Ntringui [5] Moya Comm Res [8] I Tortues Comm Res [9] Z Coelac B Dauph [10] Bimbini-I Selle * Note: Includes also the following sites: [6] Hantsogoma Comm Res [7] Ngubadju Comm Res	Scored points and %: 38 = 37% 39 = 38% 13 = 13% 8 = 8% 10 = 10% 19 = 19% 40 = 39% 14 = 14%	Independently vetted results from applying the METT for PAs, with respect to management effectiveness show tangible improvement by the end of the project: (i) no scores below 60% for sites [1], [2], [8] and [9]; (ii) no scores below 30% for sites [8] and [10]; (iii) no scores below 25% for sites [3], [4] and [5]; and (iv) average of METT scores for all 10 sites increased from 22% to at least 39%.	The results obtained from the management effectiveness assessment using the METT reflect the following improvements, out of a total of 102 points: Mohéli National Park: 71=69.6 percent Karthala National Park: 76=74.5 percent Mount Ntringui National Park: 59=57.8 percent Mitsamiouli–Ndroude National Park: 67=65.6 percent Coelacanth National Park: 84=82.3 percent Shisiwani National Park: 67=65.6 percent This improvement is due to the protected areas law. Each national park has sufficient staff and supplies to operate properly. Every year, all of the parks prepare an annual workplan and budget, secured by the National Protected Areas Network (RNAP) level until June 2021. Fifty-two rangers are responsible for natural resource surveillance; turtle poaching and tree cutting have declined. However, the road under construction in Mount Ntringui National Park has caused significant environmental impacts and calls for urgent mitigation measures. Source: METT, April 2018	Target achieved The results of the evaluation of management effectiveness, using the METT assessment form of the 2021 tracking tool, reveal the following improvements: Site 1: Moheli National Park 71 points = 69.6 The challenges ahead are to implement taxes and entrance fees, and to ensure local development of the park's communities so that the communities and the park can benefit from additional income. Site 2: Karthala National Park, 76 points = 74.8%. Future challenges are to set up a geo-referenced database, have monitoring protocols for species and ecosystems and facilitate the development of ecotourism. Site 4: Mont Ntringui National Park, 59 points=57.8%. The challenges are to train stakeholders and park staff, facilitate the development of ecotourism including the establishment of taxes and fees, and have and implement a scientific plan accompanied by a georeferenced database. Site 8: Mitsamiouli Park - Ndroude, 67 points = 65.8%. The future challenge is to facilitate research, implement permanent monitoring protocols, and ensure that the development of ecotourism is consistent with the management and development plan. Site 9: Coelacanth National Park, 84 points = 82.35%. Continuing challenges include establishing coelacanth monitoring protocols and having a marine spatial plan. Site 10: Shisiwani National Park; 67 points = 65.68%. Remaining challenges are to facilitate local development and ecotourism development and	The targets are achieved, but there have been no further improvements since the MTR stage.	(S)
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				to put in place permanent monitoring and scientific protocols. The site 3 (moheli forest); site 5 (moya comm. reserve); site 6 (Hantsogoma comm. reserve) and site 7 (Nymbadjou comm. reserve) are included in the protected areas created.		
11. Safety of Comoros beaches for turtles nesting for the beaches of the PMM, Bimbini, Chindini, and Turtle Island as measured by: • turtles nesting tracks; • successful nesting attempts.	> 2200 tracks > 1500 successful attempts measured in the PMM between August 2009 and July 2010 Baseline t.b.d. for Bimbini, Chindini and Turtle Island	No decrease by project end	Mohéli National Park: -19,085 turtle crawls, or an increase of 1,143 over last year; -21,306 successful clutches, or an increase of 9,901 over last year; -32 poached turtles recorded. Shisiwani National Park: -18 turtle crawls, or an increase of 15 over last year; - four successful clutches, or an increase of three over last year; - 20 poaching cases recorded. This is the result of the daily surveillance campaign conducted by the rangers, as well as the awareness-raising and training for the fishers. Coelacanth National Park: -Six turtle crawls; -Seven turtles laid eggs and returned to the sea, for an increase of four turtles who laid eggs; -Two poachers caught. This is the result of the commitment on the part of the communities and the communes to support the rangers' efforts and the systematic prosecution of poachers. Mitsamiouli–Ndroude National Park: -33 turtle crawls, or an increase of 18 over last year; -Eight poachers caught. This is the result of the commitment on the part of the communities and the communes to support the rangers' efforts and the systematic prosecution of poachers.	The evaluations made in 2020 recorded satisfactory data that show the benefits and success of the establishment of marine protected areas thanks to the monitoring done by ecoguards and local communities, but also the support of the national coast guard and community gendarmerie posts. Moheli National Park: 19441 turtle ascents, including 17,520 successful egg-laying and 151 banded turtles. Coelacanth National Park: 48 turtle ascents, including 41 successful egg-laying; Shissiwani National Park: 14 turtle ascents including 10 successful egg-laying and 150 juveniles recorded and returned to the sea. Mitsamiouli - Ndroude National Park: 32 clutches.	Data are different, depending on the sources. The annual report (2019) of the NP Mohéli staff indicates: >40000 turtle ascents including 27774 successful egg-laying Shissiwani NP staff indicates for 1 st semester 2021 just 3 turtle ascents and 9 turtle poaching. Poaching has increased in 2020 and 2021 due to COVID restrictions, limiting patrols Coelacanth National Park: Staff report 2020 indicates 48 turtle ascents, 3 egg-laying and 6 turtle poachers. Mitsamiouli–Ndroude National Park: no data collected for 2019, 2020 and 2021 by the NP staff. Tendances since 2018 are positive for PN Mohéli, stable for NP Coelacanth, decreasing for NP Shissiwani and not measurable for PNMN. The ecological monitoring in the last years is not regular enough and not systematic and data	Probably (S) with exception of PN Shissiwani

					interpretation is missing. A common data collecting protocol and sufficient human and financial resources to do the monitoring are necessary.	
<p>12. Coral reef health status in MPAs as measured by:</p> <ul style="list-style-type: none"> • Proportion of benthic habitat covered by live coral assemblages, versus bleached corals, algae and non-living substrate; • Number of coral recruits (per m2) • Grazer fish diversity and abundance 	<ul style="list-style-type: none"> • T.b.d. in the 1st year of the project • T.b.d. in the 1st year of the project • T.b.d. in the 1st year of the project 	<p>No decrease by project end</p> <p>No decrease by project end</p> <p>No decrease by project end</p>	<p>In 2017, in cooperation with the NGO, AIDE, which monitors the Comoros' reefs, the following results were obtained:</p> <p>- Shisiwani National Park: Two transects were conducted: Hamwa drogo site: Living coral: 40 percent Bleached coral: 15 percent Mlongo Mhu site: Living coral: 38 percent Bleached coral: 20 percent</p> <p>Mohéli National Park: Two transects were conducted: Sambia site: Living coral: 55 percent Bleached coral: 10 percent Kandzoni site: Living coral: 45 percent</p> <p>- Mitsamiouli site: One transect was conducted: Membwaboini site: Living coral: 60 percent Bleached coral: 10 percent</p>	<p>Target achieved</p> <p>The health situation related to COVID 19 did not allow monitoring of coral reefs at the permanent stations set up in the marine protected areas. On the other hand, monitoring is carried out at the level of the marine areas of temporary closure for octopus fishing at the level of the reef fringe of all the marine protected areas. A quick monitoring by quadrat before the opening of the fishery showed an increase of corals from 2 per m² counted in 2019 following the Kenneth storm to 5 corals per m² in 2021 thanks to the efforts to set up the temporary closure zones.</p> <p>Thus the data remains the same as in 2020:</p> <p>Mohéli National Park: Coral cover is average to high (approximately 40%); 129 coral species identified; 397 fish species, 36 algae species, 25 mollusc species, 18 echinoderm species and seven phanerogam species; density of 80 ind/100m² and average biomass of 350 g/m².</p> <p>Shisiwani National Park: External slope and reef flat coverage, respectively, of 30-50% and 5-10%; outer slope fish species: 138 fish species; 81 genera and 32 families; density of 60 ind/100m² and average biomass of 67 g/m². Reef flat: biomass 5g/m².</p> <p>Coelacanth National Park: 50% of live coral on the reef; 30% on the external slope and 20% on the basaltic slope; reef fish diversity and density (density and biomass): 110 species, distributed among 67 genera and 48 families; 133 ind/100m² and 256 g/m².</p>	<p>Coral reef health monitoring is not regularly done on all sites due to high costs of the surveys.</p> <p>The post cyclone Kenneth survey in 2019 indicates important coral reef destructions of 610 Ha (160 Ha Anjouan, 280 Ha by Grande Comore and 170 Ha Mohéli)</p> <p>The NGO AIDE, in charge of regular monitoring of coral reef health in the Comoros, has done in 2021 only 5 site assessments, all on Grande Comore. The survey shows a good coral regeneration tendency on 3 sites (Memboiboini, Retaj et Itsandra) and important coral damages by fisherwomen walking on the corals on 2 sites (Fassi et Malé).</p> <p>PN Mohéli: A scientific study (CARTOGRAPHIE DU PERIMETRE MARIN DU PARC NATIONAL DE MOHELI) done in October 2019 indicates very good coral reef health with average coral cover of 44%, rare bleaching and now in total 168 coral species and 402 fish species.</p>	<p>PN Mohéli</p> <p>Other sites: Probably (MS - MU) due to damages Kenneth and human impact</p>

				Mitsamiouli-Ndroude NP: Coral reef health status: number of coral recruits per m ² : 10% live coral; 30% bleached coral; Diversity and density of reef fish (density and biomass): 48 individuals/m ² and 12 g/m ² on the coral reef; 27 individuals/100 m ² and 14 g/m ² on the coral reef and 48 individuals/100 m ² and 29 g/m ² on the external slope.	The indicator is only partly adapted. The value is influenced by other factors, outside the project impact.	
13. Mangrove health in MPAs, as measured by:	<ul style="list-style-type: none"> • PMM: 91 ha • Bimbini: 25 ha <p>Total: 10,000 propagules planted in Bimbini/ success rate and area t.b.d. in the 1st year of the project</p>	<p>No decrease in mangrove coverage in PMM and Bimbini by project end</p> <p>Target restoration area to be determined in MPA management plans</p>	<p>Mohéli National Park: Total area covered: 94.65 ha, or an increase of 3.65 ha over the previous year.</p> <p>The restoration target is to plant 50,000 mangrove propagules by year-end 2021. The restoration campaign of at least 10,000 plants will be carried out in October 2018.</p> <p>The 2017 estimate provided the following result: a total of nine species of mangrove trees, divided into six families, were inventoried, including a new one (Xylocarpus granatum J. Koenig). However, three-quarters of the Mohéli mangrove sites occupied by Sonneratia alba Sm and Rhizophora mucronata Lam are infested with a parasite that has not yet been identified.</p> <p>The study of this parasite and the total number of mangroves affected will be conducted in September 2018, in collaboration with the University of the Comoros.</p> <p>Shisiwani National Park:</p> <p>The restoration target is to plant 40,000 propagules June 2021.</p> <p>There are eight small mangrove sites in Shisiwani National Park (Fadhulani mangrove; Mrowamouji; Nyambo; Mbouyoujou; Mafoumbouni; Hamoiousseni Boina; and Îlot de la Selle). Three species were recorded among these mangroves (Sonneratia alba, Rhizophora mucronata and Avicenia marina). The mangroves in Shisiwani Park cover an area of 15.82 ha. The data dating from the 1990s were reviewed this year based on the monitoring conducted and with support from the eBee drone, which helped to calculate the exact land area of mangroves in Shisiwani.</p> <p>The mangrove restoration campaign will be carried out in October 2018; 15,000 plants are to be planted.</p> <p>Coelacanth National Park: The target is to plant 20,000 propagules by June 2021. Total land area of mangrove: 3.75 ha Two mangrove sites exist in the Coelacanth National Park: 1. Simamboini mangrove</p>	<p>Target achieved</p> <p>Mohéli National Park: Total area covered: 100 ha Nine mangrove species from six families were inventoried, including one new species (Xylocarpus granatum J. Koenig). This is the result of measures to limit sand encroachment, which have killed the mangroves. In addition, limitation of watershed degradation provides more river water, helping to increase the mangroves.</p> <p>Shisiwani National Park: Total area covered: 15.82 ha Three species were identified in the park (sonneratia alba; rhizophora mucronata and avicenia marina). Daily monitoring has made it possible to preserve the mangrove coverage.</p> <p>Coelacanth National Park: The park's mangrove area totals: 3.75 ha This park has two mangrove sites: seven species have been identified (Bruigiera gymnorrhiza; Xylocarpus granatum; Ceriops tagal; Xylocarpus molluscensis; Lumnizera racemosa; Rhizophora mucronata; Sonneratia alba; and Bruigiera gymnorrhiza).</p> <p>Mitsamiouli National Park: The park's mangrove area totals 0.94 ha and is composed of two species: sonneratia alba and rhizophora mucronata.</p>	<p>Systematic monitoring is not done.</p> <p>Mohéli National Park: High natural regeneration rate and successful planting of 500 mangroves on a new site are observed. But 75% of mangroves (Sonneratia alba Sm and Rhizophora mucronata Lam) are infected by a parasite (Source: PN Mohéli reports 2021)</p> <p>Shisiwani National Park: 20000 in 2018 replanted mangroves have been destroyed by cyclone Kenneth in 2019</p> <p>Important waste disposals after cyclone Kenneth have been cleaned up in the concerned NP and restoration work have been done.</p> <p>The indicator is only partly adapted. The value is influenced by other factors, outside the project impact.</p>	Probably S

			<p>Seven species were recorded (<i>Bruigiera gymnorhiza</i>, <i>Xylocarpus granatum</i>, <i>Ceriops tagal</i>, <i>Xylocarpus mollussensis</i>, <i>Lumnizera racemosa</i>, <i>Rhizophora micronata</i>, <i>Sonneratia alba</i> and <i>Bruigiera gymnorhiza</i>).</p> <p>The total land area of mangrove is 0.7 ha.</p> <p>2. Oroveni mangrove</p> <p>The mangrove is composed of two species: <i>Sonneratia alba</i> and <i>Rhizophora mucronata</i>.</p> <p>The total land area of this mangrove is 3.05 ha.</p> <p>Five hundred propagules were planted in June 2018. This year, the rangers were trained in mangrove monitoring and restoration, with 10,000 propagules scheduled to be planted over the year June 2018-June 2019.</p> <p>Mitsamiouli National Park:</p> <p>The total land area is 0.94 ha.</p> <p>Nroudé: two mangrove sites, the Saada and the Lac salé sites. The mangrove is composed of two species: <i>Sonneratia alba</i> and <i>Rhizophora mucronata</i>.</p>			
<p>14. Seagrass bed health in all MPAs, as measured by:</p> <ul style="list-style-type: none"> • area covered in ha; • species diversity 	T.b.d. in the 1st year of the project	No decrease by project end	<p>Mohéli National Park:</p> <p>Land area covered: 28.8 km</p> <p>Five genera and six species of marine phanerogams compose the park's seagrass bed: <i>Halodule uninervis</i> complex; <i>Halophle ovalis</i>--minor complex, <i>Syringodium isoetifolium</i>, <i>Cymodocea serrulata</i>, <i>Cymodocea rotundata</i> and <i>Thalassia hemprichii</i>. A seventh species, <i>Thalassodendron ciliatum</i>, has only been observed floating.</p> <p>Mitsamiouli-Ndroudé Park</p> <p>Land area covered: 3.3 km²</p> <p>The following species were recorded: <i>Thalassia hemprichii</i>, <i>Halophia ovalis</i>, <i>Halodule uninervis</i> complex, <i>Syringodium isoetifolium</i> and <i>Cymodocea rotundata</i>.</p> <p>Shisiwani Park:</p> <p>Land area covered: 14.2 km² of seagrass</p> <p>The following species were recorded: <i>Thalassia hemprichii</i>, <i>Halophia ovalis</i>, <i>Halodule uninervis</i> complex, <i>Syringodium isoetifolium</i> and <i>Cymodocea rotundata</i>.</p>	<p>Target achieved</p> <p>The biodiversity monitoring measures taken by the wardens and community organizers have helped preserve the phanerogram areas and to map them.</p> <p>Mohéli National Park:</p> <p>Land area covered: 28.8 km</p> <p>The park's seagrasses are composed of five genera and six species of marine phanerogams: <i>Halodule uninervis</i> complex; <i>Halophle ovalis</i>--minor complex, <i>Syringodium isoetifolium</i>; <i>Cymodocea serrulata</i>, <i>Cymodocea rotundata</i>; and <i>Thalassia hemprichii</i>. A seventh species, <i>Thalassodendron ciliatum</i>, has only been observed floating.</p> <p>Mitsamiouli-Ndroudé Park: Land area covered: 3.3 km²</p> <p>The following species were identified: <i>Thalassia hemprichii</i>, <i>halophia ovalis</i>, <i>halodule uninervis</i> complex, <i>syringodium isoetifolium</i> and <i>cymodocea rotundata</i>.</p> <p>Shisiwani Park:</p> <p>Land area covered: 14.2 km² of seagrass</p> <p>The following species were identified: <i>Thalassia hemprichii</i>, <i>halophia ovalis</i>, <i>halodule</i></p>	<p>No recent monitoring data are available.</p> <p>The post cyclone Kenneth survey in 2019 indicates important seagrass bed destructions of 75%-80% or 105 Ha (65 Ha Anjouan, 40 Ha Grande Comore and no data available for Mohéli)</p> <p>The indicator is only partly adapted. The value is influenced by other factors, outside the project impact.</p> <p>The repetition of older data in the PIR (cumulative indicator) in case of absence of new data, gives an impression of ecological stability which is not confirmed.</p>	<p>(MU)</p> <p>Decrease probable due to Kenneth</p>

				univernis complex, syringodium isoetifolium and cymodocea rotundata.		
15. Distribution and density of invasive species along permanent transects in core areas of terrestrial PAs such as Psidium cattleianum and Syzygium jambos	T.b.d. in the 1st year of the project	10% decrease by project end	The Comoros National Centre for Documentation and Scientific Research (CNDRS) has conducted a complete assessment. The data show the following changes in terms of invasive species: Syzygium jambos, 75 percent, or a 25 percent reduction; Psidium cattleianum, 70 percent, or a 30 percent reduction; Hedichyum flavescence, 2 percent, or a 60 percent reduction; Lantana camara, 2 percent, or a 50 percent reduction; Kandzi, 3 percent, or a 40 percent reduction; Clidemia hirta, 4 percent, no reduction; Stachytarpheta urticifolia, 2 percent, no reduction Bidens pilosa, 2 percent, or a 35 percent reduction; Senna alata, 2 percent no reduction; Cassia sophera, 4 percent, or a 20 percent reduction; Vigna radiata, 3 percent, no reduction.	Target achieved Due to the health situation related to COVID, the monitoring of invasive species has not been performed. The data remains the same as in 2020. The assessment of invasive species conducted by UDC and the National Centre of Documentation and Scientific Research (CNDRS) was used to map the status of such species in Karthala National Park, Mount Ntringui National Park and Mohéli National Park. Replanting activities in the parks all focus on the invaded sites, with the goal of stopping the invasion and allowing the forest to regenerate. The status of invasive species is as follows: Syzygium jambos, 75%, a 25% reduction; Psidium cattleianum, 70%, a 30% reduction; Hedichyum flavescence, 2%, a 60% reduction Lantana camara, 2%, a 50% reduction Kandzi, 3%, a 40% reduction Clidemia hirta, 4%, no reduction Stachytarpheta urticifolia, 2%, no reduction Bidens pilosa, 2%, a 35% reduction Senna alata, 2%, no reduction Cassia sophera, 4%, a 20% reduction Vigna radiata, 3%, no reduction.	Mohéli National Park: Increase and encroachment of invasive species in higher mountain forest areas (Source: communication PNM 9/2021) No further assessment of invasive species has been conducted since the first research conducted by UdC and CNDRS. Appreciation of the indicator evolution is impossible, recent data are not available. The repetition of older data in the PIR (cumulative indicator) in case of absence of new data, gives an impression of ecological stability which is not confirmed.	?
16. (i) Distribution of roost sites (number and tree species) and (ii) abundance of the Livingstone fruit bat Pteropus livingstonii in	i) T.b.d. in the 1st year of the project ii) Mwali: ~ 300 Ndzuani: ~ 950	i) No decrease by project end ii) No decrease by project end	Mohéli National Park: 5 Pteropus livingstonii nesting houses; 477 individuals recorded Ntringui Park: 19 Pteropus livingstonii sites; (ii) abundance of Pteropus livingstonii ~ 766 individuals recorded These results were obtained from the rangers' monitoring and inventories, with assistance from a national consultant who is an expert in terrestrial fauna. To conduct the monitoring and inventories, the rangers received rapid training on: - the wealth of wildlife, to develop basic knowledge of the Comoros' environment and ecosystems;	Target achieved Monitoring at Moheli National Park and Mount Ntringui National Park confirmed the environmental stability of Livingstone's dogfish: Mohéli National Park: Five Pteropus livingstonii roost sites; 477 individuals recorded Mount Ntringui National Park: 19 Pteropus livingstonii sites; (ii) abundance of Pteropus livingstonii ~ 1,300 individuals recorded, of which 785 in the wet season	Mohéli National Park: 6 Pteropus livingstonii roost sites; 412 individuals recorded in dry season. 1 new roost site compared to 2020; slight decline of individuals as survey is done only in the dry season in 2021 (Source: PNM monitoring report 8/2021) NP Mount Ntringui: 15 Pteropus livingstonii sites; (ii) abundance of Pteropus livingstonii ~ 481 (dry season) and 661 wet	(S)

Mwali and Ndzuani			<p>- the importance of the flora and fauna of the Comoros, as well as impacts that could result in the dysfunction of ecosystem services related to biodiversity;</p> <p>- the various methods and tools needed to limit loss of habitat and the disappearance of species; and,</p> <p>- the theoretical models and newly-applied biostatistical tools to monitor natural populations over the medium- and long-term.</p> <p>A group of two to three transects at 500- to 1,000-km intervals was laid out in each forest or forest fragment, based on habitat accessibility. These transects, one to two kilometres in length, generally started at the edge of the forest and headed into the interior.</p>	<p>The following activities were conducted to obtain these results:</p> <ul style="list-style-type: none"> - Roosts secured in direct collaboration with the lots' owners - Annual assessment to confirm the status of the livingstonii - Reforestation around the roosts to secure the sites. <p>Each site will draft a roost management agreement with the site owners, which will be co-signed by the mayors of the communes, village leaders, the park and the site owner.</p>	<p>season) in 7 monitored sites, decline of numbers from 2019 (685 individuals in dry season and 785 in wet season) to 2020 due to cyclone Kenneth (Source: Dahari monitoring report 2020)</p>	
17. Perception of values of PAs/MPAs, including non use and non market values, among local communities and other stakeholders	T.b.d. in the 1st year of the project	Increased perception of the benefits provided by PAs/MPAs in terms of non use and non markets values by the end of the project	<p>The survey conducted this year with the protected areas' neighbouring communities to assess their perceptions generated the following data:</p> <p>39 percent consider the protected areas to be an opportunity to improve living conditions and the profitability of their production. Their comments often refer to their children's future. Protected areas are also associated with the return of fish for the communities neighbouring the marine protected areas. The populations are aware that the increasing scarcity of the fishing resource results from overexploitation and that protected areas seem to be the obvious solution.</p> <p>28 percent view the introduction of the protected areas as an opportunity. We consciously chose to use the two words, "usefulness" and "opportunity" in our maintenance guide. They may seem to be close in meaning, but are different based on the needs and expectations of the populations neighbouring the protected areas. "Opportunity" is associated here with the supports (in-kind and cash) that may accompany the creation of protected areas, particularly capacity-building among co-management actors, coaching for those who are participating in biodiversity preservation and poverty reduction, and funding for sustainable revenue-generating activities.</p> <p>21 percent of those surveyed are optimistic about the introduction of the protected areas. This sense of optimism bodes well for positive perceptions of the protected areas among local communities.</p> <p>Only 12 percent of the individuals questioned have a negative view of the creation of the protected areas. They consider these areas as an obstacle to their activities.</p>	<p>A survey conducted by the ecoguards among the communities bordering the protected areas in March 2021 posed the following important questions</p> <p>What do you think about the creation of the park?</p> <p>Is it a good initiative? What does the village or park hope to gain in the future?</p> <p>What did we do wrong? What did we do right?</p> <p>In your opinion, what is the state of marine biodiversity in the village's marine territory?</p> <p>52% of the community members surveyed believe that the creation of protected areas is a good initiative and helps to limit the loss of biodiversity. In addition, the protected areas have brought them notoriety at the national and international level.</p> <p>21% of the people surveyed remain skeptical about the expected socio-economic benefits. The protected areas are not strong enough to ensure local development.</p> <p>60% of respondents think that the establishment of a co-management governance of parks where community ecoguards ensure the surveillance of protected areas is a good thing; however, the communities regret the weak commitment of</p>	<p>Perception of NP of local communities remains in general positive.</p> <p>However, the annual report of RNAP has mentioned each year land tenure conflicts in terrestrial NP as a mayor challenge. Farmers have already occupied large parts of the sensitive areas in the new NPs. Despite intensive awareness raising, farmers are not ready to leave the land without compensation. The IGA of the project are considered as insufficient. A conflict increase is probable with the official creation of the NPs and a rapid solution is needed for these land tenure conflicts to preserve the positive perception of NP by the local communities, which is an absolute need for a successful co-management approach.</p>	<p> but with a certain future risk</p>

			87 percent of those questioned believe that creating the protected areas can have a positive influence on changing attitudes. This predisposition to “change” is a prerequisite to the success of the protected areas.	the government in the management and operationalization of protected areas.		
18. Changes in income levels for local community households attributable to the development of biodiversity-friendly income generating activities, and proportion of village households that benefit from such IGAs	T.b.d. in the 1st year of the project (average income levels for households in PA riparian villages and for households involved in IGAs such as honey production through OCB project, tree nurseries through SGP and others, and proportion of such households in each village)	Numbers to be defined in baseline survey: % average increase in household income levels % increase in the proportion of village households that benefit from biodiversity-friendly IGAs by project end	<p>A 2017 community survey revealed a need for revenue-generating activities benefiting the populations affected by the creation of the protected areas. Proposals have been offered, particularly for direct support for individuals with income-generating initiatives and individuals offering job opportunities at the community level, with priority to persons affected by the creation of the protected areas. The communities have identified 32 innovative initiatives. The priority beneficiaries have also been identified: 3,000 people affected directly by the new protected areas and 120,000 affected indirectly.</p> <p>A major community support campaign will be launched in August 2018; changes can be measured after that.</p> <p>For now, a pilot initiative for income-generating activities has been launched benefiting 150 fishers, 200 farmers and 500 potential tourists. The following income-generating activities were supported:</p> <ul style="list-style-type: none"> - Development of artisanal, selective and ecological fishing in the coral reefs, Shisiwani Marine Park (Anjouan); - Establishment of a sustainable honey production unit (Grand Comoros); - Promotion of the Trou du Prophète site (Grand Comoros); - Establishment of an environmental education and ecotourism development agency to promote the Comoros National Parks (Karthala and Grand Comoros); - Strengthening the network of private nursery growers (Mohéli); and, - Promotion of Karthala's medicinal plants (Karthala and Grand Comoros). 	<p>The biological rest program implemented in 11 marine reserves co-managed with communities and involving 682 women fishermen in the marine protected areas has increased catches from 3 to 8.5 kg per day per person. In terms of women's financial empowerment, 1,300 women are involved in entrepreneurship and socioeconomic inclusion in the Sima-Moya region (Anjouan) and in Moroni, Chindini and Banguoi (Grande Comore). To this end, 5 women's entrepreneurial cooperatives have been set up. Similarly, 235 women foot fishermen from the Mitsamiouli - Ndroudé national park have been supported and have formed a cooperative for the processing and marketing of fishery products. for this purpose, 1 fish smoker, 3 solar-powered freezers and 2 motorized fishing boats have been provided. In addition, support has been provided to 2320 people, including 1480 women, most affected by the regulation of protected areas, through the provision of clean energy and equipment.</p>	<p>The indicator is difficult to evaluate. The baseline has never been established and the measurement of the indicator is nearly impossible, the indicator is not SMART.</p> <p>However, the IGA rest significantly under the expectations of the concerned directly affected communities. The number of beneficiaries is not significant compared to the number of concerned persons, the economic benefit of IGA is not always confirmed and some actions are more symbolic than a real alternative livelihood (for example, giving 5 fruit trees and 10 banana plants to a farmer).</p> <p>A monitoring of the impact of the IGA has never been done.</p> <p>The in PIR 2021 mentioned provision of clean energy to 2320 persons is nowhere mentioned in the project reports or confirmed during the field visits and the interviews of the TE mission.</p>	MU

5.7.3 Co-financing

Name of Co-financing partner	Confirmed amount PRODOC (USD)	Mobilised amount until 8/2021	Remarks
Île Autonome de Ngazidja : Commissariat pour l'Environnement, Développement durable, Énergie, Emploi, Entrepreneuriat et Solidarité, Direction Générale de l'Environnement et Forêts	500 000	250 000	Nature
Maison de l'Écotourisme de Mohéli	500 000	300 000	Formations, confection des produits écotouristiques ; expositions ; communication
Ministère de l'Intérieur et Information, Décentralisation et Relations Institutionnelles, Direction Générale de la Sécurité Civile	400 000	400 000	Nature/participation à la surveillance
Île Autonome de Ngazidja : Comité de Pilotage de Djoumoichongo	400 000	400 000	Nature/participation à la surveillance ; reboisement communautaire
Association Ndroudéenne pour les Échanges Culturels et la Protection de l'Environnement, Ngazidja	300 000	0	
Association pour la Préservation du Gombessa-APG, Ngazidja	500 000	500 000	Grant, don de leur local comme siège du parc cœlacanthe/surveillance communautaire/suivi écologique
Association UMAMA, Bimbini, Ndzواني	300 000	300 000	Grant, don de leur local comme siège du parc Shisiwani/surveillance communautaire/suivi écologique
Vice-Présidence, Direction de la Planification, Développement et Habitat	1 000 000	500 000	Nature
Action Comores, Ndzواني	300 000	0	
Île Autonome de Ndzواني : Commissariat en charge de la Production et de l'Environnement, Direction de l'Environnement et des Forêts	400 000	400 000	Nature/participation au suivi du projet ; sensibilisation ; formation ; restauration des cibles de conservation

Île Autonome de Mwali : Commissariat en charge de la Production Rurale, Environnement, Pêches, Artisanat et la Diaspora, Direction de l'Environnement et des Forêts	300 000	300 000	Développement des accords de cogestion communautaire/sensibilisation des pêcheurs/restauration des écosystèmes
MPEEIA, Direction Nationale des Ressources Halieutiques	820 000	820 000	Nature/ Développement des accords de cogestion communautaire/sensibilisation des pêcheurs/restauration des écosystèmes
Île Autonome de Ndzuani : EDA – Direction Électricité d'Anjouan	500 000	50 000	Participation au reboisement
Île Autonome de Mwali : Commissariat en charge du Transport, Services Postaux, Télécommunications et de l'Insularité, Direction du Tourisme	250 000	50 000	Nature/ Formations, confection des produits écotouristiques ; expositions ; communication
MPEEIA, Centre National de Supervision des Pêches	408 000	408 000	Nature/ Développement des accords de cogestion communautaire/sensibilisation des pêcheurs/restauration des écosystèmes
Ministère des Services Postaux, Télécommunications, Nouvelles Technologies, Information, Transport et Tourisme, Direction de l'Industrie Touristique et de l'Hébergement	500 000	200 000	Participation au reboisement
Université des Comores	2 000 000	2 000 000	Formations/suivi écologique/participation à la restauration des écosystème/suivi des espèces envahissantes
MPEEIA, Direction Nationale des Stratégies Agricoles et de l'Élevage	2 200 000	2 200 000	Formation des agriculteurs aux techniques de reboisement, agroforesterie/reboisement
Île Autonome de Ndzuani : Commissariat en charge des Communautés locales et le Tourisme, Direction de l'Industrie Touristique et de l'Hébergement	400 000	100 000	Nature/ Formations, confection des produits écotouristiques ; expositions ; communication
ONG Ulanga Ngazidja	328 800	300 000	Nature/sensibilisation communautaire/participation à la restauration des écosystèmes/communication/développement des guides écotouristiques

Île Autonome de Ngazidja : Groupe d'Intervention pour le Développement Durable (organisme de service public)	200 000	0	
AIDE : Association d'Aide pour le Développement et l'Environnement	315 000	315 000	Suivi des récifs coralliens/herbiers marins/mangroves ; formation des écogardes
CNDRS, Musée National des Comores, Bibliothèque Nationale et Centre de Recherche Scientifique	400 000	400 000	Nature/suivi des espèces envahissantes/recherche sur la faune terrestre des parcs
MAPE/ MPEEIA, Direction Générale de l'Environnement et Forêts	2 000 060	2 000 000	En nature
Île Autonome de Ngazidja : Commissariat en charge de la Production, Transport, Tourisme, Développement des Infrastructures, et Porte-Parole pour la Direction Générale de la Direction du Tourisme	250 000	150 000	Nature/ Formations, confection des produits écotouristiques ; expositions ; communication
MPEEIA – Ministère de la Production, Environnement, Énergie, Industrie et Artisanat, Secrétariat Général	300 000	300 000	Nature
Nations Unies des Comores / PNUD	500 000	1 441 695.57	Cash/Appui - conseil
ONG Dahari	498 454	500 000	Suivi de la biodiversité au parc Mont Ntringui (Roussette de livingstone, Otus) ; développement de l'agroforesterie ; suivi des récifs/fermeture temporaire des pêches au poulpe
Agence Française de Développement (AFD)	4 110 000	5 110 000	Cash/appui au développement du Parc National de Mohéli
UNESCO - Organisation des Nations Unies pour l'éducation, la science et la culture	750 000	100 000	Participation au développement du document de la Reserve de Biosphère de Mohéli

New mobilized co-financing			
Partner	Amount in USD	Date and duration	Remarks (support sector)
ARAF	36 430	2018	Financé par le SGP, intervention de mise en valeur des bassins versant au parc Mont Ntringui

ONG Ma vieux terrain	40 710	2018	Financé par le SGP, intervention au parc Karthala pour la gestion communautaire des ressources
Comité de site de Bahani	36 430	2018	Financé par le SGP, pour la réduction de la pression anthropique au Parc Mont Ntringui
ONG Djouzo Djema	50 000	2018	Financé par le SGP, pour la gestion durable des forêts du parc Karthala
ONG ADESCO	40 000	2019	Financé par le SGP, pour le développement de l'écotourisme communautaire au Parc Mohéli
ONG AHBDE	36 430	2018	Financé par le SGP, pour l'aménagement du versant Ouest du parc Karthala
ONG AIPEC	32 500	2019	Financé par le SGP, pour le développement de l'élevage au parc Cœlacanthe
ONG APEH	45 000	2019	Financé par le SGP, pour la protection des tortues marines au parc Mohéli
Coopérative des femmes pêcheurs de Ndroudé	40 000	2019	Financé par le SGP, pour la mise en place d'une unité de commercialisation des poissons au parc Mitsamiouli
Société coopérative Shawiri SCOOPS	50 000	2019	Financé par le SGP, pour la production de biogaz au parc Karthala et Mohéli
ONG Jardin djema	40 000	2019	Financé par le SGP, pour l'amélioration des conditions économiques et sociales des femmes du Parc de Mohéli
ONG Jardin djema	35 000	2020	Financé par le SGP, pour le développement de l'aviculture au parc mohéli
ONG Green Mohéli	50 000	2020	Financé par le SGP, pour le développement d'un projet hydroélectrique au parc Mohéli
ONG ADDE	30 000	2020	Financé par le SGP, pour l'élevage des pintades au parc Mont Ntringui
Comité de gestion du plateau de koni djodjo	30 000	2020	Financé par le SGP, pour la mise en place des embocagement au parc mont Ntringui
Coopératives des agriculteurs du parc Karthala	30 000	2020	Financé par le SGP, pour l'aménagement du lac Hatsogoma
ONG CJDABio	35 000	2020	Financé par le SGP, pour l'installation d'une pépinière au parc Karthala

5.7.4 Maps of the geographical areas covered by the project



Source : ArcGIS online (<https://arcg.is/X9iT4>)

5.8 Evaluation consultant code of conduct and 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 Form²

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

Name of Consultant: Birgit HALLE

Name of Consultancy Organization (where relevant): _____

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

Signed at Moroni on 6th September 2021

Signature: 

²www.unevaluation.org/unegcodeofconduct