

TERMINAL EVALUATION FOR THE PROJECT
“CONSERVATION AND SUSTAINABLE USE OF
BIOLOGICAL DIVERSITY IN THE NORTHWESTERN
LANDSCAPE (BOENY REGION)” – MADAGASCAR

GEF-9606

Final Evaluation Report

Prepared for

Conservation International

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ACRONYMS

AGM	Accountability and Grievance Mechanism
CBD	Convention on Biological Diversity
CI	Conservation International
CMK	Mahavy Kikony Complex
DAPRNE	Directorate of Protected Areas and Renewable Natural Resources and Ecosystems - <i>Direction des Aires Protégées, des Ressources Naturelles renouvelables et des Ecosystèmes</i>
DELIC	Development and Environmental Law Center
DGDD	General Directorate for Sustainable Development - <i>Direction Générale du Développement Durable</i>
DIREDD	Inter-Regional Directorate for Environment and Sustainable Development – <i>Direction Interrégionale pour l'Environnement et le Développement Durable</i>
DNP	National Project Director
DPRIDD	Directorate for Research and Sustainable Development Integration - <i>Direction de la Promotion de la Recherche et de l'Intégration de la Démarche de Développement Durable</i>
DREEF	Regional Directorate for Environment, Ecology and Forests – <i>Direction Régionale de l'Environnement, Ecologie et la Forêts</i>
DSAP	Directorate for the National System of Protected Areas – <i>Direction Nationale du Système des Aires Protégées</i>
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Safeguards
FAPBM	Foundation for Protected Areas and Biodiversity of Madagascar – <i>Fondation pour les Aires Protégées et la Biodiversité de Madagascar</i>
GCF	Global Conservation Fund
GCO	General Counsel's Office
GEF	Global Environment Facility
GMP	Gender Mainstreaming Plan
IEO	Independent Evaluation Office
IGA	Income Generating Activities
KfW	German Development Bank - <i>Kreditanstalt für Wiederaufbau</i>
M&E	Monitoring & Evaluation
MEDD	Ministry of Environment and Sustainable Development - <i>Ministère de l'Environnement et du Développement Durable</i>

MNHM	National Museum of Natural History - <i>Musée National d'Histoire Naturelle</i>
MNP	Madagascar National Park
MTR	Mid-Term Review
NAP	National Adaptation Plan
NBSAP	National Biodiversity Strategy and Action Plan
NCE	No-Cost Extension
NDC	Nationally Determined Contribution
NP	National Park
PA	Protected Area
PAG	Protected Area Management Plan – <i>Plan d'Aménagement et de Gestion de l'Aire Protégée</i>
PDCID	Program for inclusive communal development and decentralization
PFGAB	Protected Area Managers' Platform of the Boeny - <i>Plateforme des Gestionnaires d'Aires Protégées du Boeny</i>
PIF	Project Identification Form
PIR	Project Implementation Report
PLAE	Erosion Control Program
PMU	Project Management Unit
SAC	Municipal land-use scheme - <i>Schéma d'Aménagement Communal</i>
SEP	Stakeholder Engagement Plan
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SRA	Smart-Rice Agriculture
SRAT	Regional land-use planning scheme - <i>Schéma Régional d'Aménagement du Territoire</i>
STC	Steering Committee
TE	Terminal Evaluation
TFP	Technical and Financial Partners
ToC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

PROJECT OVERVIEW

The project “Conservation and sustainable use of biological diversity in the Northwestern Landscape (Boeny region)” (GEF project ID: 9606) was funded by the Global Environment Facility (GEF) through a USD 6,817,431 grant as well as USD 9,719,868 in co-financing. The project’s total amount was USD 16,537,298. It was approved by the GEF in April 2019 and officially began in June 10th 2019.

The objective of the project was to build on previous initiatives to strengthen the long-term conservation and sustainable use of biodiversity in the Northwestern landscape of Madagascar in the region called Boeny. The project targeted five PAs, which together cover 588,494 hectares or 20% of the region’s territory.

The project has been implemented by CI-GEF Project Agency and executed by CI-Madagascar in collaboration with the FAPBM, and the two government departments responsible for PAs and environmental protection in Madagascar within the Ministry of Environment and Sustainable Development (MEDD) namely the Directorate for Research and Sustainable Development Integration (DPRIDD) and the Directorate of Protected Areas and Renewable Natural Resources and Ecosystems (DAPRNE). Other executing agencies are the four PA managing organizations, namely Madagascar National Park (MNP), Asity Madagascar, the Development and Environmental Law Center (DELIC) and the Natural History Museum in Paris (MNHM) who were to execute PA management activities in the five targeted PAs with the support of the Boeny Inter-Regional Directorate for Environment and Sustainable Development (DIREDD).

The Terminal Evaluation (TE) of the project took place between October and December 2023. The TE intended primarily to assess the achievement of project results against what was expected to be achieved at the project design phase. This TE also aimed at drawing lessons to improve the sustainability of benefits from this project, and support the overall enhancement of future programming.

FINDINGS SUMMARY

Relevance: the ProDoc clearly and specifically identifies the problem and root causes to be addressed by the different project components. The project’s rationale was consistent with GEF-6 biodiversity focal area strategy, objectives and programmes as well as with CI and CI-Madagascar’s strategy despite a slight discrepancy regarding its geographical priorities for 2018-2022 which did not include the Boeny region. The GEF-6 Boeny Landscape project was also highly consistent with national plans, strategies and priorities for biodiversity conservation and aligned with local stakeholders’ needs and priorities. The project intervention model is well integrated building on a landscape approach to address conservation needs and socioeconomic challenges in the Boeny Region, while ensuring long-term results through behaviour change and financial

sustainability. Finally, the project built on and complemented other projects/initiatives which were both identified during the project design phase and during implementation.

Effectiveness: In total, 92% of the results framework indicators have been exceeded or achieved, which allows to conclude that the achievement of project results at objective and outcome levels is highly satisfactory. The level of quality of outputs was satisfactory and realised through increased PA management effectiveness, increased revenue for PA management as well as increased food security and income generation for beneficiary households. Regarding the achievement of GEF tracking tool and GEF core indicators, all 5 GEF Core indicators were exceeded or achieved. The project, however, failed to benefit as many women as expected. The creation of a regional platform among PA managers was a positive unexpected result and one negative unintended result was reported. The main external factors that hindered the achievement of expected project outputs and outcomes relate to the COVID-19 pandemic and associated travel restrictions and an overwhelming and early fire season. In spite of these, various factors enabled the completion of almost all project activities in 2023 Q4, after an 18 months No-Cost Extension (NCE), despite obstacles faced by the project during implementation.

Efficiency: At the end of the NCE, the project had disbursed 92,3% of the total planned budget making up for a notably low budget disbursement in the first year of project implementation. The GEF funding to the capitalization of the FAPBM endowment fund started generating interests in 2023 as planned and an additional endowment from KfW further contributed to the revenue generated from the GEF fund. Regarding the materialization of the project co-financing, 95% of the planned co-financing agreements were materialized.

With respect to **the performance of the implementing agency**, CI-GEF mostly delivered on its mandate although COVID-19-related travel restriction hampered its supervision role. To compensate, CI-GEF adapted providing additional support to the PMU, supporting the NCE and making itself highly accessible. As for CI as lead **executing agency** and the PMU, performances were strong. The PMU delivered on its mandate and beyond, taking on some of CI-GEF's supervision role and strengthening its support to weaker executing partners on reporting issues. CI-Madagascar strengthened its support to executing partners experiencing reporting difficulties and struggling to abide by CI's fund management procedures.

While the significant impact that COVID-19 had on project implementation could not have been anticipated during the project design phase, evidence show that the ProDoc anticipated for most of the foreseeable risks except for the increasing presence of migrant communities in PA areas and the related increasing pressure biodiversity. The risks mitigation strategies put in place proved to be effective since, by the end of project implementation, the risk rating was low compared to high at the beginning of implementation and the project was able to mitigate all risks including COVID-19.

The quality of **environmental and social safeguard (ESS)** plans is satisfactory, following CI-GEF's procedures for environmental and social management framework. Implementation of ESS varied between Moderately Satisfactory (MS) and Satisfactory (S) rating within the project timeframe as executing partners struggled with implementing the Accountability and Grievance Mechanism (AGM) in an adequate manner – despite adaptive measures put in place – and due to the underachievement of implementing gender considerations adequately, thus impacting targets. The Stakeholder Engagement Plan (SEP) was nevertheless implemented in an effective way despite some challenges faced.

The **M&E** design outlined in the ProDoc was comprehensive and well-structured, aligning with CI-GEF procedures. As for M&E implementation, while M&E reporting at the project management level was done in a timely manner with clear and detailed reports, the implementation of M&E at the executing partner level encountered challenges. Initially, executing partners lacked the technical capacities and time to deliver the reporting quality required by CI's M&E policy. However, improvements were observed over the course of the project implementation thanks to additional support and trainings from the PMU.

In general, the PMU effectively responded to the challenges encountered during project implementation. However, these challenges underscored an overestimation of the executing partners' capacities to independently carry out project and monitoring activities. This miscalculation necessitated unforeseen additional support from the PMU, which drew on its constrained available resources.

The knowledge management strategy planned to contribute to the national knowledge on protected area management via both knowledge acquisition and dissemination. All expected knowledge management products were completed.

Sustainability: The sustainability of project results is supported by the project's contribution to PA's financial viability, the increased awareness and engagement of institutional stakeholders and communities, along with enhanced capacity development. However, persistent socioeconomic and environmental pressures remain a threat to the sustainability of project results.

Impact: The project has contributed to increase available resources for the improved management and conservation of key habitats and biodiversity, presumably contributing to increase ecological connectivity in the Boeny region, although it remains too early to tell. The CI-GEF financial strategy, marked by the capitalization of the FAPBM endowment fund, not only ensures the continuation of activities initiated under the Boeny Landscape project but also guarantees increased long-term funding for the five Boeny PAs targeted. The project also contributed to enhancing technical and management capacities for daily operational activities. Moreover, the stakeholder engagement strategy has triggered behaviour changes in local communities. While some shortcomings were noted, it can be concluded that overall the impact was noticeably positive for communities living in and around PAs: addressing the needs of local and vulnerable communities through the development of sustainable IGAs helped reducing their direct high reliance on natural resources. This has contributed to mitigate their need to resort to illegal activities, concurrently leading to drop food insecurity, while generating increased revenues and created new market access opportunities.

TE RATINGS AND JUSTIFICATIONS

Project dimension	TE Rating	Justification
Outcomes / Relevance	Satisfactory (S)	<p>The ProDoc incorporates clear and specific information on how the project components address the identified problems and root causes.</p> <p>Project outcomes are consistent with the strategic programming for GEF-6, as well as with CI strategy, although it does not particularly align with CI's geographical priorities in Madagascar. The project is consistent with national and local stakeholders' needs and conservation priorities. Evidence suggests that this GEF-6 project was one of the first targeting financial sustainability of PAs despite being a common concern for the Malagasy government, the Boeny region and the GEF. Nevertheless, while clearly identifying the support to value chain as a key element in socioeconomic activities, the project strategy for the development of supply chains all the way down to consumer markets could have been strengthened.</p> <p>The project intervention logic is clear and well integrated through a landscape approach comprising conservation and socioeconomic aspects equitably and in an interlinked manner. It also sought and achieved to complement other projects/initiatives in the Region in a coherent way.</p>
Outcomes (Effectiveness)	Satisfactory (S)	<p>92% of the results framework indicators have been exceeded or achieved. Component 1 contributed to increased PA management effectiveness for all PAs and increased sustainable financial availability for conservation actions and socioeconomic development of the 5 PAs.</p> <p>Component 2 contributed to noticeable community development ensuring basic needs such as food security and increased income generation, with disparities in terms of success among the IGAs supported. Some IGAs highly exceeded production expectations which had not been anticipated and therefore faced market opportunities limitations.</p>
Outcomes / Efficiency	Satisfactory (S)	<p>The project efficiency was overall satisfactory, while the project experienced some challenges, it reacted in an effective manner ensuring limited shortcomings which did not have consequences on the achievement of expected outcomes and with 92.3% of planned budget disbursement. Most of co-financing was also leveraged although the COVID-19 pandemic impacted some of the materialization.</p>
Implementation	Satisfactory (S)	<p>Although COVID-19 travel restriction shook up some of the initial allocation of responsibilities, CI-GEF managed to adapt by providing additional support to PMU and supported the NCE CI-GEF proved to be rigorous and highly accessible.</p>
Execution	Satisfactory (S)	<p>Thanks to a strong PMU, disruptions were efficiently tackled to minimise the impact of the various obstacles on project</p>

		implementation. Furthermore, CI Madagascar strengthened its support to executing partners experiencing reporting difficulties.
Environmental and social safeguards	Moderately Satisfactory (MS)	The quality of environmental and social safeguard plans is satisfactory and there is evidence that they have been implemented and reflected on throughout project implementation, but the implementation of safeguards by the executing partners was limited reflecting an ongoing process, and there were missed opportunities to improve gender considerations and the implementation of adapted grievance mechanism.
Monitoring & Evaluation / Design	Satisfactory (S)	The M&E plan included in the ProDoc is streamlined and detailed, including a coherent and complete results framework with most of the indicators being SMART. It includes clear roles and responsibilities M&E activities, reporting frequency as well as an indicative budget.
Monitoring & Evaluation / Implementation	Moderately Satisfactory (MS)	At management level, the monitoring task and reporting were done in a timely manner. But executing partners, faced challenges in M&E implementation and reporting as they had limited technical capacities and internal resources. Although there have been noticeable improvement through adequate capacity development and support from project management.
Sustainability	Likely (L)	Financial sustainability of project results regarding conservation activities is expected to persist in the future through the increased interests generated by the FAPBM's endowment fund and continuous fundraising efforts. Enhanced stakeholder awareness and engagement also contributes to the sustainability of project results while increasing settlement and environmental pressures remain limiting factors to the sustainability of project results.

RECOMMENDATIONS

Based on the conclusions above, the Evaluation Team has formulated the following recommendations.

Type	Recommendations	Responsible party
1. Project design	Continue emphasizing the integration of socioeconomic aspects into conservation management through adopting an integrated landscape approach	CI and PA managers
2. Capacity analysis	<ul style="list-style-type: none"> Consider conducting a more thorough capacity analysis of executing partners during the project design phase. Guarantee sufficient resources for project management to support capacity development when needed. 	CI

3. Monitoring	Closely monitor increasing risks to PAs and the potential adverse effects of successful IGAs around the PAs.	PA managers
4. Diversification of funding	Diversification of funding: Explore the potential of complementary sustainable financial mechanism options for increased LT conservation and socioeconomic results (in project design / to complement financial gap) such as payment for ecosystem services, resource use fees, among others.	CI and PA managers
5. Support to IGAs	<ul style="list-style-type: none"> Sustain the approach established in this project to support IGAs by scaling them up and replicating them Continue collaboration and coordination with other TFPs for effective complementary and support Further expand/develop support to value chains by thorough market analysis during project design and further develop the strategies to address potential bottlenecks to market development 	CI and PA managers
6. M&E efficiency	Contemplate enhancing the flexibility of CI's M&E and reporting systems to a certain degree, in order to more effectively accommodate the formats used by executing partners, thereby improving efficiency and timeliness	CI
7. Integration of ESS activities	<ul style="list-style-type: none"> Integrate ESS activities directly into project implementation for closer follow-up and effective adaptive measures AGM is a gradual process in Madagascar. Recommended to heightened emphasis on closely monitoring awareness-raising activities related to the AGM for projects in Madagascar and/or countries with similar challenges Further mainstream gender considerations in a proactive way in project design and implementation by putting in place specific measures and activities to integrate a gender-sensitive approach For stakeholder engagement, while continuing the engagement strategy promoted by CI, further explore the integration of local knowledge and know-how into socioeconomic support activities 	CI, managers, institutional partners PA

1. EVALUATION MANDATE

1.1. Evaluation Objectives and Scope

Baastel is mandated to conduct the Terminal Evaluation (TE) of the project “Conservation and Sustainable Use of Biological Diversity in the Northwestern Landscape (Boeny Region) – Madagascar”. This TE is intended primarily to assess the achievement of project results against what was expected to be achieved at the project design phase. This TE also aims at drawing lessons that can both improve the sustainability of benefits from this project, and support the overall enhancement of future programming.

The evaluation objectives are to promote accountability and transparency and to facilitate the synthesis of lessons of this Global Environment Facility (GEF) funded project, as well as to provide feedback to allow the GEF Independent Evaluation Office (IEO) to identify recurring issues across the GEF portfolio and to contribute to GEF EO databases for aggregation and analysis. The Baastel team will work collaboratively with CI and the executing entities at all stages of the evaluation.

The evaluation matrix developed during the inception phase of the evaluation process can be found in Annex 3. It is used as a guiding tool for the evaluation process. It identifies specific dimensions and questions to be addressed for each evaluation criterion. The evaluation matrix was designed to follow the main OECD-DAC evaluation criteria¹ and GEF evaluation criteria, and scoring. In this sense, the last 4 GEF evaluation criteria, as per the ToR have been integrated into the OECD-DAC criteria in order to have an adapted evaluation matrix to ensure efficiency and avoid duplication in the evaluation process. For example, the analysis of the “Monitoring and Evaluation Systems” can be found under the “Efficiency” criterion in the evaluation matrix and include the evaluation questions required in the CI-GEF ToR. The rating scales for the criteria, are provided in Annex 2 of the ToR.

The TE focused on the following criteria:

1. **Relevance:** the TE sought to analyse the project strategy’s congruency with the GEF focal areas/operational program strategies, country priorities, local needs and mandates, as well as the project justification.
2. **Effectiveness:** the Evaluation Team focused on project progress towards expected outcomes and output delivery as well as on the factors affecting output delivery.
3. **Efficiency:** the scope of the evaluation under this criterion included project’s cost-effectiveness and project cost/time efficiency versus outputs/outcomes compared to similar projects.
4. **Sustainability:** the TE assessed the financial, socio-political, institutional and environmental risks which may affect the enduring effects of the project.
5. **Progress to Impact:** under this criterion, the TE addressed project’s progress towards long-term conservation and sustainable use of biodiversity in the Northwestern landscape

¹ See : <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

of Madagascar (Boeny region). It also analysed the processes through which changes have taken place (e.g. mainstreaming, replication, scaling up).

6. **Monitoring and evaluation systems:** the Evaluation Team focused on assessing the strengths and weaknesses of the project monitoring and evaluation plan and its implementation.
7. **Implementation and execution quality:** under this criterion, the TE evaluated the performance of implementing and executing agencies with respect to implementation, risks identification and adaptive management.
8. **Environmental and social safeguards:** the TE focused on assessing the level of gender mainstreaming, stakeholder engagement, the performance of the accountability and grievance mechanism and of any other safeguards plans that may have been triggered during project implementation.
9. **GEF additionality:** the team analysed any other additional outcomes directly associated with the project intervention such as specific environmental, legal/regulatory, institutional/governance, financial, socio-economic or innovation additionalities.

The Baastel team also assessed other topics which do not require ratings: Need for follow-up on evaluation findings; Materialization of co-financing; Knowledge Management; and Lessons and Recommendations.

1.2. Methodology

The TE process can be divided into three phases: the inception phase, the data collection and analysis, and the reporting phase which are detailed here below.

1.2.1. Inception phase

A **kick-off meeting** between CI-GEF and Baastel was organized on October 5th 2023, to introduce the evaluation team and have a first discussion on the project to be evaluated, the timeline and the deliverables. At the meeting, the access to key documentation, the set-up of a communication protocol and first ideas on the workplan were discussed. Minutes of the meeting were sent to CI-GEF as the first deliverable.

A **preliminary desk review** of project documents was carried out, which included – as per the ToRs, the Project Identification Form (PIF), the Project Document (ProDoc), plans related to the Environmental and Social Safeguards, Work plans, Budgets, PIRs, documents with project results, the baseline Tracking Tool submitted to the GEF at the Chief Executive Officer (CEO) endorsement stage and the terminal GEF Focal Area Tracking Tools. Other documents were missing during the preliminary documentation review such as quarterly technical reports and financial audit among others. The review of documentation allowed the evaluation team to familiarize themselves with the project context, stakeholders, and activities, and to identify any information needs and/or gaps which will be filled by preliminary interviews.

Based on the preliminary desk review and **preliminary interviews** with CI's project manager, the Evaluation Team submitted the **draft Inception Report** to CI-GEF on October 13th 2023. This draft included the **evaluation framework and methodology, preliminary field mission plan, as well as a preliminary list of stakeholders, interview protocols and evaluation matrix**. The **Inception workshop** was held on October 26th 2023 in presence of the Evaluation Team,

representatives from CI-GEF and project manager Michele Andrianarisata from CI-Madagascar. The feedback on both the draft inception report and inception workshop were integrated into a **final version of the draft inception report** which was submitted to CI-GEF on October 30th 2023.

1.2.2. Data collection and analysis

The data collection phase took place through a **mixed-method framework** including, **in-depth desk review, semi-structured interviews, focus groups, a field mission and direct observation**, to collect qualitative and quantitative data from different sources to ensure a multi-perspective approach and understanding. The evaluator adopted a **gender-sensitive and human rights based approach**, to gather the perspectives of women, youth and vulnerable groups to the extent possible in the context of the evaluation mandate. Gender data was disaggregated, when possible, and data sources specified while ensuring anonymity of the interviewees.

A total of **15 virtual interviews** were conducted by the team leader. Interviewees belonged to project implementing and executing agencies including PMU members, governmental agencies, PA management organizations and FAPBM. Annex 6 and Annex 7 provide the full list of project stakeholders interviewed. The selection of stakeholders to be interviewed was discussed during the inception phase with CI-GEF's project manager and the PMU. **Face-to-face interviews and focus groups** were conducted by the national consultant in the provincial capital as well as during the field mission. In total, **about 70 people were interviewed** of which about 30 women and 40 men.

The **field mission**, undertaken by the national consultant, spanned over 7 days – including travel from Antananarivo to Mahajanga (2 days there and back) – between November 5th and November 11th 2023, to visit a sample of Protected Areas (PAs) in the Boeny Region. Selection criteria for the PAs and surroundings to be visited included:

- Thematic representativeness in relation to project activities (diversity of needs and problems; diversity of types of intervention, etc.);
- Ecosystem and/or geographical representativeness;
- Diversity of organizations with direct PA management responsibility
- METT scores of the PAs;
- Accessibility of the PAs in the time scheduled for the mission.

In light of the above criteria, the Baastel team visited 3 PAs namely : Ankarafantsika National Park, the Biocultural site of Antrema, and Bombetoka-Belemboka (see map in Figure 1 above).

The field mission plan can be found in Annex 7 The PMU supported in the organization of the interviews, through the official presentation to the different stakeholders. However, members of the project team systematically withdrew, once the evaluator had been introduced to each stakeholder, in order to ensure the freedom of speech and anonymity of the interviewees.

Data triangulation and analysis: The data collected was then systematized and matched with the evaluation matrix questions. For each question, data from different sources were triangulated to ensure that evaluation findings are grounded in evidence and reflect the perspectives of different stakeholders.

1.2.3. Reporting phase

The **draft version of the Evaluation Report** was elaborated in English and shared with the Executing Agencies and CI-GEF Agency for comments on December 5th 2023. The report included the project's reconstructed Theory of Change, the evaluation findings, ratings and conclusions, as well as lessons learned, good practices and recommendations. The draft/final Evaluation report was developed following the outline found in Annex 1 of the ToRs and based on TE Guidance for CI-GEF projects terminal evaluation, the ToRs requirements and the evaluation matrix outline to ensure efficiency in drafting the report based on the quality data and analysis provided. Outcomes, sustainability, project M&E, implementation & execution, and environmental & social safeguards were rated according to the scales provided in Annex 2 of the ToRs.

Additionally, the draft conclusions and recommendations of the evaluation were presented to the Executing Agency and CI-GEF Agency at the **presentation of draft conclusions** on December 13th, 2023 **in English after the draft report had been sent to the relevant stakeholders**. This enhanced efficiency and effectiveness of the feedback provided as the detailed analysis feeding the evaluation conclusions were shared before the presentation.

Finally, this **Final Terminal Evaluation Report** was prepared in English and both comments provided in the draft evaluation report, and from the presentation of the draft conclusions were addressed by the evaluation team in this final version of the report, which the Evaluation Team submitted on December 20st. This Final Terminal Evaluation Report includes an annexed audit trail (see Annex 10) detailing how each written comment has or has not been addressed in the final TE report.

1.3. Ethics

The TE is conducted using evaluation best practices, based on the Quality Standards for Development Evaluation (2010) from the Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD-DAC), on the GEF Evaluation Policy and on the GEF Independent Evaluation Office (IEO) guidelines. The proposed methodological approach is transparent, impartial, inclusive, gender-sensitive, participatory, and utilization-focused. It draws upon mixed methods to gather information from a variety of sources. The proposed approach ensures high ethical standards, adhering to Principles of Human Rights and internationally recognized standards on implementation and research ethics in line with the GEF IEO Ethical guidelines.

2. BACKGROUND

2.1. Project Overview

The project “Conservation and sustainable use of biological diversity in the Northwestern Landscape (Boeny region)” (GEF project ID: 9606) was funded by the Global Environment Facility (GEF) through a USD 6,817,431 grant as well as USD 9,719,868 in co-financing. The project's total amount was USD 16,537,298. It was approved by the GEF in April 2019 and officially began in June 10th 2019, with the inception workshop held in September 2019. The project was originally

planned for a duration of 3 years, with June 30th 2022 as the expected completion date. However, several factors impacted the timely implementation of the project resulting in a No-Cost Extension (NCE) being granted until December 31st 2023. The Mid-Term Review (MTR) was completed in September 2021.

The objective of the project was to build on previous initiatives to strengthen the long-term conservation and sustainable use of biodiversity in the Northwestern landscape of Madagascar in the region called Boeny. The project targeted five PAs, namely Ankarafantsika National Park, the Biocultural site of Antrema, Mahavavy Kikony Complex (CMK), Baly Bay National Park and Bombetoka- Belemboka which together cover 588,494 hectares or 20% of the region's territory (see Figure 1).

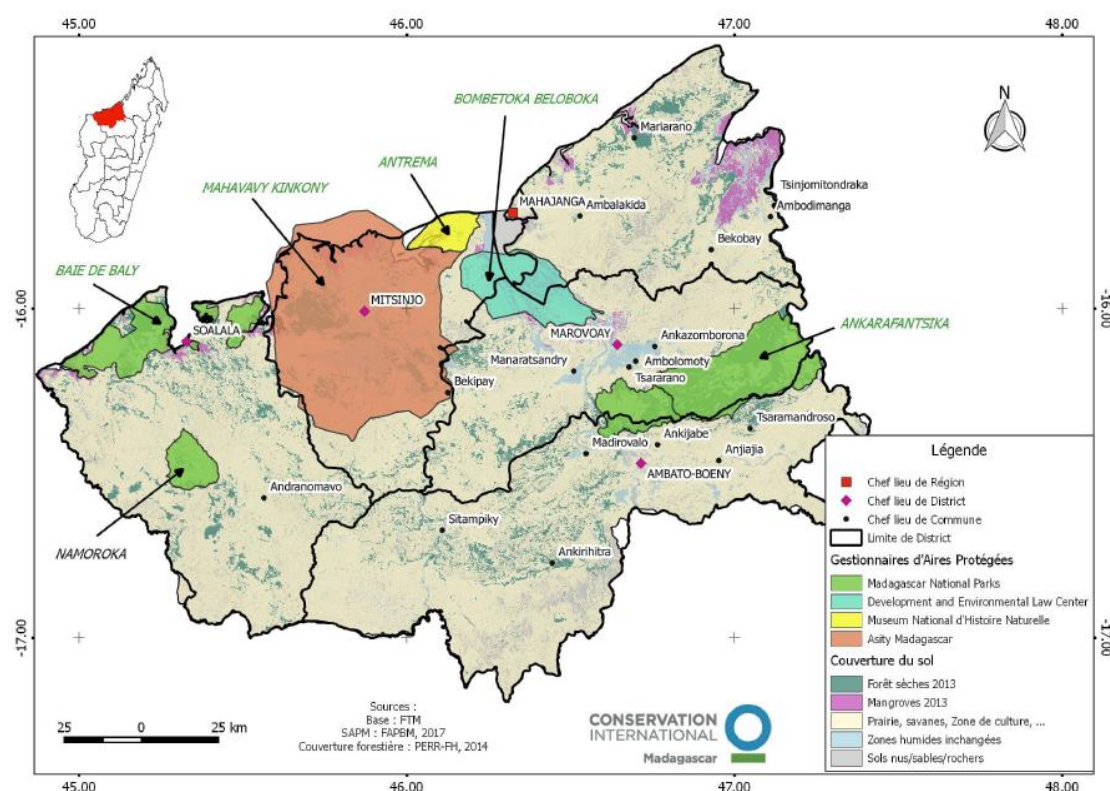


Figure 1 : Map of the 5 PAs in the Boeny region

Source: CI ProDoc

Building upon the results of previous interventions, baseline programs and projects and coordinating with ongoing and other donor-funded projects, the project was structured around two components:

- **Component 1 (C1) – strengthening the management and sustainable financing of five protected areas to reduce threats to natural resources and contribute to the resilience of the Northwester landscape (Boeny region).** Under this component PA management plans were to be updated and implemented, and their objectives mainstreamed into broader landscape planning at the local and regional levels. Further, the financial sustainability of the targeted PAs would be improved through USD 4.5 million earmarked investments into the Madagascar Biodiversity Fund (FAPBM)'s endowment fund capital.
- **Component 2 (C2) – supporting the sustainable use of biodiversity by local communities around targeted PAs to strengthen PA protection efforts and improve**

community well-being including via the development of value chains for the sustainable products with high economic potential and the strengthening of sustainable production initiatives.

Component 1 comprised 2 Outcomes and 6 related Outputs, and Component 2 comprised 1 Outcome and 2 Outputs as presented in Table 1 below and based on the Results Framework of the ProDoc:

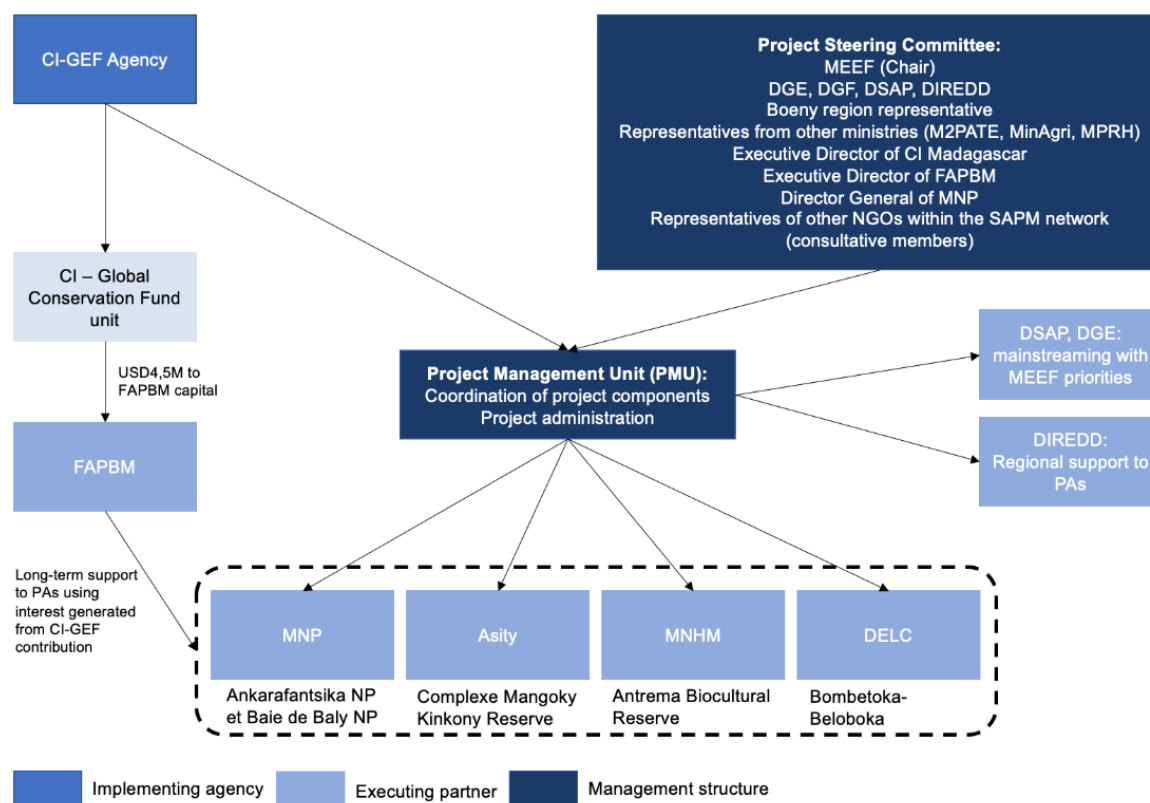
Table 1: Project overview: components, outcomes and outputs

Components	Outcomes	Outputs
Component 1: Strengthening the management and the sustainable financing of five protected areas (PAs) to reduce the threats on natural resources and to contribute to the resiliency of the North-western Landscape (Boeny region)	Outcome 1.1.: Increased management effectiveness of 5 targeted PAs of the Northwestern Landscape	Output 1.1.1.: Targeted PAs acknowledged and mainstreamed into local and regional planning schemes
		Output 1.1.2.: Comprehensive and participatory management plans implemented in targeted PAs
		Output 1.1.3.: Participation of local communities in the management of targeted PAs improved
	Outcome 1.2.: Improved financial sustainability of 5 targeted PAs	Output 1.2.1.: The Madagascar Foundation for Protected Areas and Biodiversity (FAPBM) capitalized USD 4.5 million to generate revenues for the management of the targeted PAs
		Output 1.2.2.: The FAPBM contributes at least USD 137,000 additional annually and in perpetuity to strengthen the management of targeted PAs
		Output 1.2.3.: Additional donors identified to increase the FAPBM capitalization and reduced financial gap of targeted protected areas and funding proposals submitted
Component 2: Supporting sustainable production by local communities around targeted PAs to strengthen PA protection efforts and improve community wellbeing	Outcome 2.1.: Key local communities around targeted PAs have adopted sustainable production practices	Output 2.1.1.: Support Communal Management Schemes (SACs) and PA management plans (PAGs) by strengthening local initiatives for sustainable production and better conservation of protected area buffer zones
		Output 2.1.2.: Develop and enhance value chains of sustainable products with potential in the region

The project has been implemented by CI-GEF Project Agency and executed by CI-Madagascar in collaboration with the FAPBM, and the two government departments responsible for PAs and environmental protection in Madagascar within the Ministry of Environment and Sustainable Development (MEDD) namely the Directorate for the Environment (DGE), now called Direction de la Promotion de la Recherche et de l'Intégration de l'approche de Développement Durable, and the Directorate for the National System of Protected Areas (DSAP), now known as Directorate for Protected Areas and Natural and Environmental Resources (DAPRNE). Other executing agencies are the four PA managing organizations, namely Madagascar National Park (MNP), Asity Madagascar, the Development and Environmental Law Center (DELIC) and the Natural History Museum in Paris (MNHM) who were to execute PA management activities in the five targeted PAs with the support of the Boeny Regional Directorate for Environment, Ecology and Forestry (DREEF), now called Inter-Regional Directorate for Environment and Sustainable Development (DIREDD).

Figure 2: Project execution organizational chart

Source: ProDoc, re-designed by the evaluator



2.2. Updated Theory of Change (ToC)

The ProDoc identified the following key environmental pressures that were affecting sustainable biodiversity conservation in the Boeny region and more specifically in and around the 5 PAs in the Boeny landscape: (i) unsustainable agricultural practices; (ii) wildfires; (iii) unsustainable natural resource-based-activities leading to overexploitation; (iv) illegal activities such as precious wood extraction; and (v) artisanal mining. All of which have only been increasing in the recent years due to growing pressure on land use in the Boeny Region and resulting in natural habitat destruction and fragmentation. The ProDoc also clearly identified four barriers which were hindering progress in addressing these problems : (i) the lack of management effectiveness of the PAs in the Region; (ii) the lack of coordination and mainstreaming between conservation and livelihoods activities, and production systems; (iii) the fact that key stakeholders were unaware of the benefits of conserving biodiversity; and (iv) inadequate funding for effective management of the 5 PAs targeted for conservation activities but also for sustainable socioeconomic activities in the PA buffer zones as well as the lack to funding at municipal level to implement land-use planning activities.

According to this evaluation, the project's intervention strategy proposed a comprehensive, landscape-integrated approach that combines conservation and socioeconomic activities at the PA level within the broader landscape context of the Region. Although the intervention logic is well-defined, and the result chain follows a logical sequence with no overlap among outputs, allowing each output to contribute specifically to the three project outcomes, it was not visually presented as a Theory of Change (ToC) in the ProDoc. However, the Monitoring and Evaluation (M&E) plan did include a visual representation of the results framework, even though it lacked barriers and assumptions – external factors influencing the result chain. A first version of the ToC was developed during the MTR and was updated during this TE process, incorporating barriers explicitly outlined in the ProDoc and assumptions that were not explicitly stated. The Final Evaluation team refined the ToC based on these documents, along with insights from interviews conducted and validation from executing stakeholders during the evaluation process. The ToC will be used for evaluation purposes as the reference to assess the progress towards impacts and to identify lessons learned that can help refine potential future interventions.

The project sought to address the four barriers identified at the design phase through two main interventions (components): C1: Strengthening the management and the sustainable financing of five protected areas to reduce the threats on natural resources and to contribute to the resiliency of the North-western Landscape (Boeny region)” and C2: “Supporting sustainable production by local communities around targeted PAs to strengthen PA protection efforts and improve community wellbeing”, while building on previous efforts in the Region.

The project's result chain relies on six Outputs for Component 1, three Outputs are specifically focusing on improving PA protection and management effectiveness, which at a landscape level relies on integrating PAs targeted by the project in to local and regional planning schemes (OP.1.1.1); the implementation of clear and participatory PA management plan (OP.1.1.2); and through enhanced participation of communities in the management of the PAs targeted in the Boeny Region. These three Outputs are complementary integrating conservation management and stakeholder participation at a landscape level which enables to contribute to Outcome OC1.1: “increased management effectiveness of 5 targeted PAs of the Northwestern Landscape”. The three remaining Outputs of Component 1 focus on capitalizing the FAPBM with USD 4.5 million in order to increase sustainable revenue generation for management of the targeted PAs (OP.1.2.1);

an additional USD 137.000 annually and in perpetuity to strengthen the management of the targeted PAs (OP.1.2.2); and the continuous effort to leverage additional funding by the identification of new donors and submission of proposals by the FAPBM (OP.1.2.3). These three Outputs are also complementary in order to contribute to OC1.2 : the “improved financial sustainability of the 5 targeted PAs”.

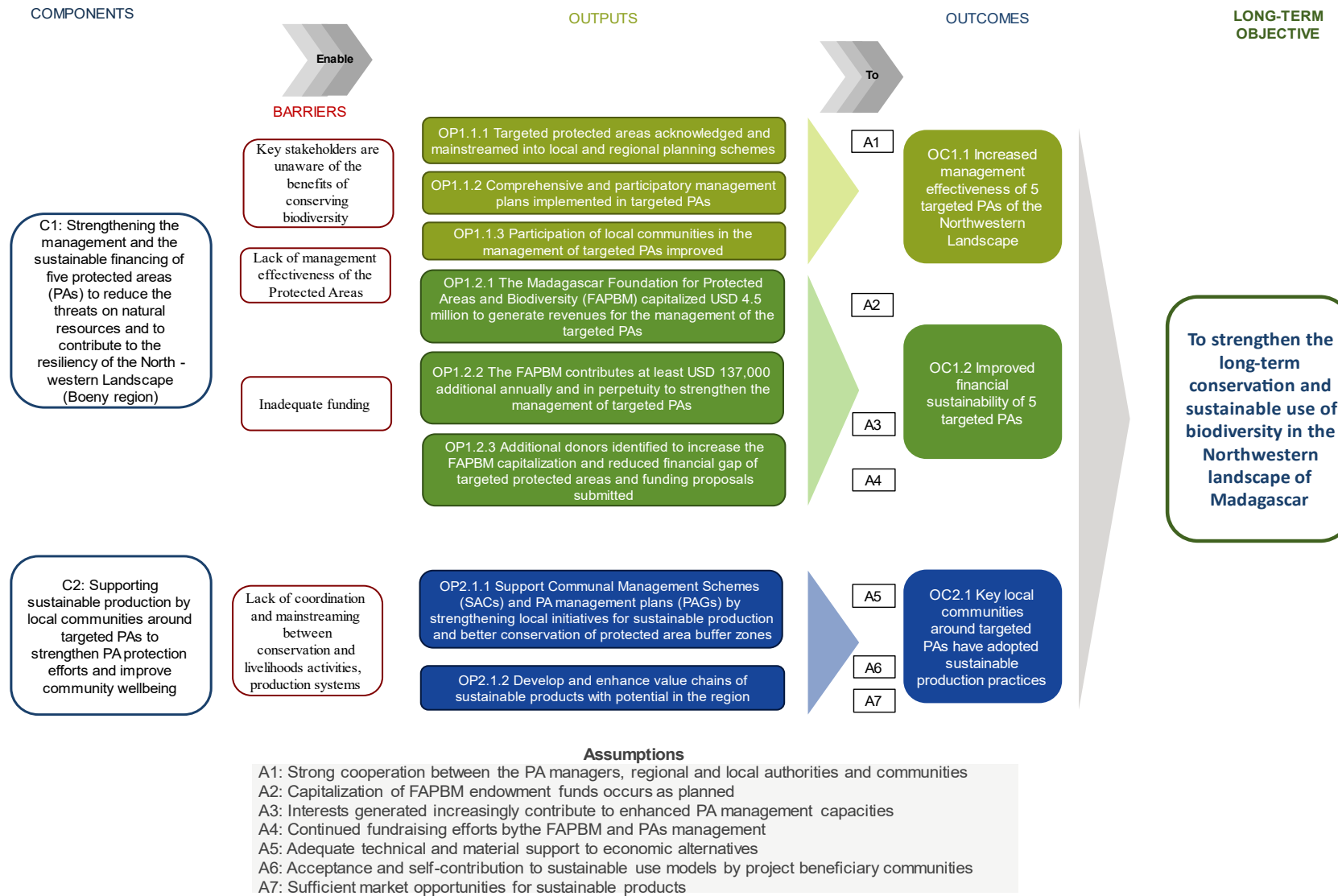
The two intermediate Outcomes OC1.1 and OC1.2 towards medium term impacts are complementary, and therefore coherent under one component (C1) targeting improved financial sustainability and increased management effectiveness through a multi-stakeholder approach at landscape level.

The project ‘s result chain relies on two additional Outputs related to Component 2 which integrate the socioeconomic aspect of conservation into the overall project intervention logic. Through OP2.1.1, the project seeks to strengthen local land-use planning and development, by supporting environmentally-friendly production practices, increasing households income, decreasing food insecurity, while being aligned with conservation objectives in the targeted PAs and buffer zones therefore decreasing conflicts between PA management and communities. OP2.1.2 seeks to contribute to develop sustainable economic alternatives through a value chains approach contributing to improve market access for small local producers. In this sense, both Outputs are complementary and are expected to lead to the adoption of sustainable production practices as per OC2.1.

The three Outcomes, integrating a social and environmental landscape approach are expected to contribute to the long-term project objective to “strengthen the long-term conservation and sustainable use of biodiversity in the Northwestern landscape of Madagascar”, strengthening the protection of 536,824 hectares of protected areas in this biodiversity rich and highly threatened landscape and to directly benefit 2000 households by supporting sustainable production practices, leading to improved income and food security.

While it was not explicitly detailed in the ProDoc, this result chain is grounded on seven key assumptions which were explicitly defined with interviewed project stakeholders during the evaluation process, and which, despite not being fully under the direct control of the project, need to take place for its objective to be achieved. Specifically related to OC1.1, the project assumes that there will be a strong cooperation between the PA managers, regional and local authorities and communities. In relation to OC1.2, the project assumes that the capitalization of FAPBM endowment funds occurs as planned, that the interests generated from the capitalization increasingly contribute to enhanced PA management capacities and that there will be continued fundraising efforts by the FAPBM and PAs management. Finally, related to OC2.1, the project assumes that the technical and material support provided for economic alternatives is adequate, that communities accept and contribute to sustainable use models and that there is sufficient market opportunities to sell the sustainable products.

Figure 3 : Updated Theory of Change



3.FINDINGS

3.1. Relevance

3.1.1. Relevance of the project in relation with the problem it addresses

Project dimension	TE Rating	Justification
Outcomes / Relevance	Satisfactory (S)	<p>The ProDoc incorporates clear and specific information on how the project components address the identified problems and root causes.</p> <p>Project outcomes are consistent with the strategic programming for GEF-6, as well as with CI strategy, although it does not particularly align with CI's geographical priorities in Madagascar. The project is consistent with national and local stakeholders' needs and conservation priorities. Evidence suggests that this GEF-6 project was one of the first targeting financial sustainability of PAs despite being a common concern for the Malagasy government, the Boeny region and the GEF. Nevertheless, while clearly identifying the support to value chain as a key element in socioeconomic activities, the project strategy for the development of supply chains all the way down to consumer markets could have been strengthened.</p> <p>The project intervention logic is clear and well integrated through a landscape approach comprising conservation and socioeconomic aspects equitably and in an interlinked manner. It also sought and achieved to complement other projects/initiatives in the Region in a coherent way.</p>

- i. Did the Project Document clearly and specifically identify the problem to be addressed?

The ProDoc offered clear and specific information regarding the identified problems and root causes to be addressed by the project's components. With regards to the choice of geography, the ProDoc detailed on how the Boeny region was facing particularly acute threats to its biodiversity suffering from one of the country's highest deforestation rates and the looming threat of large-scale infrastructure developments. Regarding Component 1 "Strengthening the management and sustainable financing of five protected areas to reduce threats to natural resources and contribute to the resilience of the Northwester landscape (Boeny region)", the ProDoc specifically identified that despite previous interventions, Boeny's PAs still lacked effective

management including in terms of capacities and skills of PAs staff, coordination and mainstreaming between conservation and livelihood activities as well as a lack of awareness regarding the benefits of conserving biodiversity on key stakeholders' part. Another gap identified in the ProDoc is Boeny's PAs' lack of adequate funding, particularly self-sustaining and sustainable funding as opposed to "project money".

With respect to Component 2 "Supporting the sustainable use of biodiversity by local communities around targeted PAs to strengthen PA protection efforts and improve community well-being", the ProDoc listed the current livelihood activities highly dependent on natural resources which lead to biodiversity loss in the targeted region and warrant the development of alternative and sustainable livelihood activities to continue meeting the needs of the communities living in and around PAs. These activities include, but are not limited to, slash-and-burn agriculture, timber extraction, mining, charcoal production, and wildlife trafficking.

3.1.2. Consistency with GEF and CI priorities

i. Project consistency with GEF focal areas and operational program strategies?

The project's rationale is consistent with GEF-6 biodiversity focal area strategy, objectives and programmes and was clearly stated in the ProDoc. In particular, it is aligned with GEF-6 Biodiversity Objective 1 (i.e. Improve sustainability of protected area systems) and Biodiversity Objective 4 (i.e. Mainstream conservation and sustainable use of biodiversity into production landscape/seascapes sectors) and the related support programmes:

- Project's Component 1 is consistent with GEF-6 Programme 1 "Improving financial sustainability and effective management of the national ecological infrastructure". By addressing PAs funding gap through the capitalization of FAPBM, the project contributed to GEF-6 Programme 1 Outcome 1.1. "Increased revenue for protected area systems and globally significant protected areas to meet total expenditures required for management". Similarly, by providing targeted capacity building activities to PA staff in the five targeted PAs, this GEF-6 project participated in the achievement of Programme 1 Outcome 1.2. "Improved management effectiveness of protected areas".
- Project's Component 2 is aligned with GEF-6 Programme 9 "Managing the human-biodiversity interface". By supporting the development of sustainable value-chains that provide alternative livelihood strategies from communities living in and around PAs and mainstreaming biodiversity in municipal landscape management schemes, the SACs, the project contributed to reaching Outcome 9.1. "Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management" and Outcome 9.2. "sector policies and regulatory framework incorporate biodiversity considerations. The realisation of these objectives are also facilitated by this project's activities that contribute to raising awareness and foster local communities' engagement.

ii. Project consistency with CI focal areas and operational strategies?

The project is consistent with CI's priorities as reflected in its mission, strategy and institutional priorities. This GEF-6 project empowers societies to responsibly and sustainably care for nature by supporting the development of new and sustainable value chains. Through the latter, the project also fits within CI's newly developed "Southern Cross" strategy which includes

sustainable landscapes and seascapes as a core area. Furthermore, by leveraging financial markets to capitalise a conservation fund, the project is consistent with the “guiding star” that advocates for the use of innovation in conservation finance. In terms of geography, sub-Saharan Africa is one of CI’s priority region and CI has a long history of supporting conservation efforts in Madagascar which is one of the 36 biodiversity hotspots identified by CI and one of 16 countries chosen by CI to deploy its Sustainable Landscapes and Seascapes approach.

Evidence also suggest that the project is aligned with CI-GEF's project selection criteria particularly regarding the improvement of natural capital conservation and governance; the improvement of production sustainability in terrestrial and marine ecosystems; as well as the maintenance of a sustainable flow of ecosystem services. These are aligned with the project’s objectives which seeks to strengthen the long-term conservation and sustainable use of biodiversity in the Northwestern landscape of Madagascar.

However, the project is not particularly aligned with CI Madagascar’s geographical priorities. Although CI Madagascar’s strategy reflects that of CI within its territory, its 2018-2022 strategy posits that the organisation’s objective was to ensure the enduring sustainable management of the newly created protected areas in the Ankeniheny-Zahamena corridor, in the Ambositra-Vondozo corridor and in Ambodivahibe, none of which are located in the Boeny region.

3.1.3. Consistency with national and local stakeholder needs

- i. Project consistency with the biodiversity conservation priorities at National level in Madagascar?

The project was highly consistent with national plans, strategies and priorities for biodiversity conservation.

- The National Development Plan’s fifth strategic goal seeks to enhance natural capital and build resilience to natural disasters with two articulated objectives namely (i) ensuring the link between natural resources and economic development, (ii) protecting, conserving and sustainably using natural capital and ecosystems.
- The project contributed to the objectives of the National Environment Charter’s first component which focuses on economic development and encourages the promotion of sustainable production and consumption models along with the mainstreaming of natural resources into planning processes. By providing support to build the financial sustainability of five protected areas in Boeny, the project also contributed to the Charter’s second component which deals with the management of natural resources and stresses the need to promote conservation through the Malagasy protected areas network and to ensure the appropriate funds for actions that positively impact the environment. Finally, by organising activities which aimed at strengthening the technical capacities of PA staff in the five targeted PAs, this GEF-6 project is also contributing to the Charter’s third component which highlights the importance of strengthening the technical capacities of the actors involved in the conservation of natural resources as well as that of mainstreaming biodiversity into regional and sectoral national strategies.
- The project is also consistent to multiple objectives of the Malagasy National Biodiversity Strategy and Action Plan (NBSAP). In particular, the project contributes to the following objectives:

- Objective 4: the adoption of measures of the implementation of strategies for the sustainable use of natural resources;
- Objective 5: reducing the rate of deforestation, habitat loss and fragmentation;
- Objective 11: conserving 10% of terrestrial ecosystems and 15% of marine and coastal ecosystems through representative and appropriately managed PAs;
- Objective 12: reducing the rate of extinction of endangered species and improving the conservation status
- Objective 20: increasing human and financial capital to effectively implement the Convention on Biological Diversity (CBD) and reach the objectives laid out in the NBSAP. The project contributed to the estimated USD100 million required for the creation and maintenance of terrestrial and marine and coastal PAs.
- The ProDoc also mentioned the alignment of the project with the 2002 and 2014 presidential commitments to expand the Madagascar Protected Area System which led to the creation of new PAs outside the Madagascar National Parks network. The new PAs are managed under a variety of governance arrangements with national and international NGOs in need of significant strengthening of their capacities including greater financial sustainability, which is exactly what the project approach sought to do.
- The project is consistent with the various strategic mitigation and adaptation plans adopted by the Government of Madagascar as part of the Paris Agreement, which Madagascar has ratified. In particular, the Nationally Determined Contribution (NDC) acknowledges the role of ecosystem-based approaches for climate change mitigation and one of its priority actions for 2020 was to identify and sustainably manage climate refuge areas inside and outside PAs. As for the National Adaptation Plan (NAP), the strengthening of PA management and the development of income-generating activities (IGA) that are less reliant of natural resources are some of the strategic priorities under the biodiversity component. This GEF-6 projects perfectly fit with the MEDD's strategic axes which include fire prevention, reforestation and restoration as well as good governance of natural resources and fundraising. Regarding the latter, Madagascar is indeed one of the few countries where PA do not receive funds from the government and must find funding sources themselves. Moreover, the alignment with MEDD's priorities was secured by including them in the drafting of the Project Identification Form (PIF). Moreover, the project's rationale is consistent with the Madagascar National Parks' (MNP) strategy which revolves around four strategic axes: (a) the conservation strategic axis posits that parks' are conserved in a sustained and effective manner through scientifically-based tools, (b) the co-management strategic axis aims for parks and reserves to be co-managed collaboratively within a clear, formal framework by an inclusive, representative structure with a majority of members from local communities, (c) the objective of the priority markets strategic axis is that priority markets have been developed and contribute significantly to the operating budget of Madagascar National Parks, (d) the management strategic axis ambitions for MNP to become a certified organization that operates like a business, with an adequate and efficient staff. By supporting the financial sustainability of PAs and building PA staff capabilities, the project contributed to strategic axis (d). This GEF-6 project also contributed to MNP's strategy by providing training on SMART tools for the scientific and standardised monitoring of biodiversity in Boeny, thereby aiding in achieving the objectives set in strategic axis (a). Finally, in offering activities to develop alternative livelihoods, the project also contributed to strategic axis (c).

ii. Project consistency with the biodiversity conservation priorities of the Boeny region?

Evidence suggest that the project is consistent with the biodiversity conservation priorities of the Boeny region. Firstly, the project aimed at contributing to the implementation of Boeny's Regional land-use planning scheme (SRAT) and thus focused its activities on issues that had been pre-identified in this document. Secondly, consistency was addressed by organising several consultations with stakeholders, including PA managers, international donors previously/currently involved with PA managers, and regional representatives, at the project design phase.

According to the four management plans (PAGs) available on the project website (the Bambetoka-Belemboka one is missing), **this GEF-6 project is consistent with the conservation priorities identified in the PA's of the Boeny region** with respect to the need to ensure PA's financial sustainability, to focus on the sustainable use of natural resources by developing alternative IGA for communities living in and around the PAs and to increase PA management effectiveness in the region. All four PAs also insist on the need to enhance local communities engagement in PA management.

Furthermore, for Antrema, the project helped cover some of the funding gap that the MNHN had for the implementation of development activities.

iii. Project consistency with the needs of local communities living around the PAs?

Evidence suggests that the project was largely aligned with the needs of local communities living around the PAs although the support strategy for the development of supply chains all the way down to consumer markets could have been strengthened. The project activities for Component 2 were validated following a public consultation to which local communities were encouraged to participate. The objective of this consultation was to offer activities that were supported by local communities and which addressed food insecurity and communities' basic needs as concretely as possible. Additionally, CI also conducted a socio-economic study of the area during the project design phase to map the existing IGAs and to be able to build on the existing initiatives in a truly complementary way. Nevertheless, although the ProDoc adequately identifies IGAs, it does not correctly identify bottlenecks at the consumer end of the value chain.

Although it was not identified during the project design phase, throughout the course of project implementation, the project's staff rightfully identified the extra pressure caused by increased settling of migrant populations around PA and directed the DPRIDD's activities towards these as their beneficiaries.

Project support IGA activities also serves as a compensation for the livelihood activities that local communities are prevented from doing, in order to ensure the sustainability of ecosystem services on which they directly rely for food security and income generation. While strengthening the protection of natural resources, it provides communities with alternative solutions to fulfil their basic needs in a more sustainable way.

3.1.4. Project design

- i. Did the project intervention model offer the most effective way to address the identified problem?

The project intervention model was well integrated as it built on a landscape approach comprising environmental and socio-economic aspects equitably to address conservation needs and challenges in the Boeny Region, while ensuring long-term results through behaviour change and financial sustainability.

First of all, as detailed in the ProDoc, the project intervention was based on a landscape approach, focusing on 5 PAs that together enable to protect a core corridor landscape of natural habitats across the Boeny region. In order to integrate the 5 PAs conservation objectives in an effective manner at local and regional levels, the project intervention logic focuses on supporting improved land-use management plans and strategies of the region (SRAT and SACs), and the 5-year PAG of the 5 PAs to contribute to enhanced coherence and complementarity between conservation and socioeconomic development objectives at regional level. Furthermore, as increasingly recognised internationally, the project intervention logic considered and equitably supported – in terms of budget and planned activities – conservation and local sustainable development activities, recognising the importance of socioeconomic and communities well-being aspects in contributing towards sustainable conservation objectives. This balance was also positively underlined during the first Steering Committee (STC) in December 2019.

Moreover, as mentioned above, in order to identify most relevant activities and targeted results, workshops were conducted during the project design phase to exchange with institutional stakeholders, targeted PA management staff, and local stakeholders, and communities on challenges and gaps concerning conservation objectives and socioeconomic development in the Boeny Region. The IGAs identified would therefore be built on IGA initiatives that have already been supported by other Technical and financial partners (TFP) projects in order to scale them up, fill-in the potential supporting gaps and/or additional initiatives which have been identified to be adequate in the areas targeted. The project support to the sustainable economic activities also focused on a value chain approach to ensure market opportunities development for the sustainable products.

Furthermore, the project intervention strategy focused on stakeholder engagement, and technical and financial capacity development towards behaviour change. This approach is effective as it ensures to increase the participation and cooperation between multiple stakeholders (institutional stakeholders, PA management, communities) and to better conciliate their priorities at regional and local levels. The intervention included awareness raising, increased engagement and technical capacities development of these various stakeholders contributing towards behaviour change.

Finally, the project intervention model also focused on ensuring the sustainability of project results especially regarding daily-operation conservation activities through the capitalisation of the FAPBM endowment fund, hence, contributing to increase long-term available financing for the management of the 5 targeted PAs. In addition, although the interests generated primarily targeted the financing of direct conservation activities, interviews with the FAPBM and PAs management revealed that the activities selected to be financed remained flexible and based on the PAG planned conservation and community development activities which lacked budget and the project stakeholders key needs and challenges. For example, Antrema PA did not have important financial

gaps for conservation activities since they already had fundings from other institutions including by the FAPBM. Therefore, the project for this PA mainly focused on financing community development activities.

- ii. How clear and logically integrated were the project objectives, outcomes, outputs, and activities?

The project's results framework was clearly articulated around two components setting out the overall logic of intervention and contributing to the project objective to “strengthen the long-term conservation and sustainable use of biodiversity in the Northwestern landscape of Madagascar” while addressing the four barriers identified in the ProDoc as reflected in the ToC above.

The results framework provided in the ProDoc displayed a clear structure with Component 1 including 2 outcomes: Outcome 1.1 focusing on increasing the management effectiveness of the 5 targeted PAs in the Northwestern landscape, and Outcome 1.2 focusing on improving financial sustainability. Component 2 of the project included of one outcome specifically focusing on sustainable communities development opportunities and practices while complementing the socioeconomic aspect towards strengthening sustainable conservation and use of ecosystems.

The results framework provided in the ProDoc is composed of 22 indicators: 5 at objective level, 7 at outcome level and 10 at output level. For each expected outcome indicator project baseline metrics as well as end of project targets were provided. All indicators were consistent with project objective, outcomes and outputs to some extent. (Further details on the indicators are provided in M&E section of the report).

Following the analysis of the results framework provided in the ProDoc complemented by the interviews conducted with projects stakeholders, the project outputs proved to be well defined without any overlap, while clearly unrolling the project intervention logic and filling in the needs and addressing the gaps identified by the various project stakeholders. Interviews revealed that project outcomes and outputs as well as their end of project targets were clear for all stakeholders and that the intervention logic was complete to contribute to the project objective, clearly identifying the role of each stakeholders to the different project outputs.

- iii. How feasible and realistic were the objectives given the time and budget available?

The project timeline and budget were realistic to some extent, but some factors such as the COVID-19 pandemic and limited project management capacities from some executing agencies impacted the achievement of project results in the planned timeframe. A no-cost extension (NCE) was therefore granted to the project for an additional 18 months after which all activities could be finalised within the planned budget.

On the one hand, the project encountered the first delays at the beginning of project implementation as the first meeting of the STC for the validation of the workplan and budget FY1 only took place six months after project initiation. This delay affected activities for Q2 and Q3, as highlighted in PIR for FY2020.

Despite these initial setbacks and delays in signing grant agreements with the five PAs, conservation activities based on the respective PAGs could be executed on time, minimizing delays as per the project timeline. However, community development activities faced delays due to the lack of experience among some PA management organizations. For instance, interviews

revealed that MNP, was originally more focused on conservation management activities and, therefore, initially struggled with supporting IGAs. To address this, consultants and additional staff specializing in community development were recruited.

On the other hand, the project's design included a budget of USD 6,817,431, with USD 4,750,154 allocated to support the FAPBM. CI's extensive experience in supporting Conservation Trust Funds facilitated the grant agreement, received on November 24, 2020, with the FAPBM receiving the cash transfer on December 18, 2020. Therefore, the budget and timeline dedicated to the project's contribution to additional funding through the endowment fund, for the targeted PAs were found to be realistic.

Nonetheless, some institutional partners struggled with budget disbursement due to limited project management and capacity in following procedures therefore impacting at times activity planning and financial reporting.

The COVID-19 pandemic also significantly affected activities implementation and thus budget disbursement in 2020 and 2021. To counteract accumulated delays, an 18 months-NCE was granted, proving sufficient as more than 95% of all activities were implemented, and the entire budget was disbursed by the project's conclusion.

3.1.5. Coherence with other interventions

i. Level of coherence and complementarity of the project with interventions in the projects' intervention areas

The project complemented other projects/initiatives already implemented and identified during the project design phase. The ProDoc mentions that the project was to build on the land-use planning process initiated by the GIZ PAGE programme between 2014 and 2020. The aim of this programme was to improve the protection and sustainable, and climate-resilient use of natural resources in and around PAs in Madagascar. PAGE supported the development and implementation of Boeny's SRAT and municipal land-use scheme (SAC). PAGE also worked on strengthening value chains in the region, in particular that of beekeeping/honey, raffia, handicrafts and green charcoal. Furthermore, the programme provided support to the Biocultural site of Antrema and CMK two of the PAs also targeted by this GEF-6 project. The ProDoc also identifies the Erosion Control Programme (PLAE), a project financed by KfW until 2017. The objective of this project was the sustainable management of watersheds and the protection of irrigation perimeters. Although according to the documentation on the PLAE project found by the Evaluation Team, this project did not focus on strengthening PA management or alternative IGAs, both the PLAE and the GEF-6 Boeny Landscape project were able to collaborate on tree planting activities. The project also built on the work of KfW and MNP in the Ankarafantsika National Park (NP) which contributed to the development of the park's administrative structure, the construction of tourism infrastructures and the support to alternative income opportunities⁴. The project also benefited from another KfW-supported programme carried out by the Government of Madagascar between 2016 and 2021 namely the Program for inclusive communal development and decentralization (PDCID) in the Boeny and Diana regions in Madagascar. The PDCID contributed to the improvement of local infrastructures including roads as well as of municipal capacities to manage land-use planning.

This GEF-6 project also sought complementarities with other projects that had not been pre-identified in the ProDoc – both completed and on-going. As for completed projects, this project benefited from previous work carried by PA management themselves in CMK, Bombetoka-

Belemboka and Ankarafantsika on value chains. Regarding on-going initiatives, this project found synergies with the EDEN project for reforestation activities yet the level of collaboration that was targeted did not manifest. The work carried out by the MIRARI project funded by the British government contributed to the development of canvas on which to base the monitoring of PA management plans as part of the GEF-6 project. Finally, in Antrema, the MNHN was able to collaborate with two projects to deliver on its activities as part of this GEF-6 project : fruit trees were grown in tree nurseries originally funded by the Fondation Yves Rocher and supported by the project ; farmers were supported in coordination with the ProSol-GIZ project.

However, the ProDoc had identified other GEF projects that the Boeny Landscape project could have benefited from yet there is limited evidence that the desired coordination with these programs effectively happened during project implementation. The GEF projects mentioned in the ProDoc were the following:

- Sustainable Agriculture Landscape Project (ID9330) (2017-2023) implemented by the World Bank in four regions including Boeny. The aim of the project was to improve agricultural productivity and the management of natural resources in selected landscapes. The project design sought to ensure information exchange and foster collaboration.
- A Landscape Approach to Conserving and Managing Threatened Biodiversity in Madagascar with a Focus on the Atsimo-Andrefana Spiny and Dry Forest Landscape (ID5486) (2016-2023) implemented by UNDP. This project sought to meet the need for the mainstreaming of biodiversity management into development and to influence the trajectory of development, to contain pressures in the most ecologically sensitive areas. The Atsimo-Andrefana landscape is facing similar threats as the Boeny region and both projects follow similar objectives which is why the ProDoc envisioned close collaboration and information sharing between the two projects.
- Strengthening the Network of Managed Resource Protected Areas (MRPA) in Madagascar (ID3687) implemented by UNDP between 2013 and 2019 and which sought to expand the PA system of Madagascar by developing a sub-network of PAs managed by local government and communities and integrated into regional development frameworks. The ProDoc planned on drawing from this project's lessons learnt particularly for CMK which directly benefitted from it for some of the PA's creation and initial management activities. Furthermore, the ProDoc claims that the proposed activities for the DSAP, now DAPRNE, to support the five targeted PAs are based on the experiences of this UNEP project.
- Conservation of key threatened endemic and economically valuable species in Madagascar (COKETES) (ID5352) (2016-2022) implemented by the WWF and the World Bank. The objective of this project was to promote the conservation and sustainable use of biodiversity by developing, implementing and disseminating local participatory strategies. The ProDoc planned to have close collaboration with COKETES through the involvement of the DSAP, now DAPRNE, in both projects.
- Strengthening the Network of New Protected Areas in Madagascar (ID5351) (2017- on-going) implemented by UNEP and funded by GEF. This project's main objective is to strengthen the network of new protected areas representing terrestrial, marine, coastal, and freshwater ecosystems with a view to the sustainable conservation of biodiversity and the improvement of the standard of living of the population through the sustainable use of these resources. The ProDoc planned on facilitating close collaboration through the DAPRNE involved in both projects and also planned to implement complementary activities in Bombetoka-Belemboka which is included in both projects.

3.2. Effectiveness

3.2.1. Outcomes and Outputs

Project dimension	TE Rating	Justification
Outcomes (Effectiveness)	Satisfactory (S)	<p>92% of the results framework indicators have been exceeded or achieved. Component 1 contributed to increased PA management effectiveness for all PAs and increased sustainable financial availability for conservation actions and socioeconomic development of the 5 PAs.</p> <p>Component 2 contributed to noticeable community development ensuring basic needs such as food security and increased income generation, with disparities in terms of success among the IGAs supported. Some IGAs highly exceeded production expectations which had not been anticipated and therefore faced market opportunities limitations.</p>

Table 2: Achievement of targets of the results framework indicators

Result level	Objective	Outcome 1.1	Outcome 1.2	Outcome 2.1	Total
Exceeded	1	1	2	3	7
Achieved	3			1	4
Partly achieved	1				1

Source: Evaluator's own elaboration based on project reports and monitoring

A detailed assessment of the achievement of results, based on the indicators in the results framework and the PIRs information and justification on the indicators' achievement, is provided in Annex 4.

In total, 92% of the results framework indicators have been exceeded or achieved. 7 indicators were exceeded, 4 were achieved and 1 was partly achieved, which allows to conclude that the achievement of project results at objective and outcome levels is highly satisfactory.

At the project objective level, 1 indicator was exceeded, 3 out of 5 indicators were achieved and 1 indicator was partly achieved. The 3 indicators achieved comprised Indicator a., b. and c.. Indicator a: "Number of hectares protected within the national protected area system (SAPM) in the northwestern landscape of Madagascar (588,494 ha)" was achieved as it corresponds to the total of the area of the 5 targeted PAs. With the PAG and Environmental and Social Management Plan completed and validated at National level on August 24, 2022, it secured the decree of definitive creation of Bombetoka. The 5 PAs are now within the national protected area system. Regarding Indicator b: "Number of protected areas in the northwestern landscape that improve

their management effectiveness”, all 5 PAs targeted by the project improved their METT score with disparities among them but with an average of 19% increase in total. Indicator c.: “Number of protected areas in the Northwestern landscape with improved financial sustainability”, all 5 targeted PAs benefited since 2023 from the interests generated from the additional USD 4.5 million transferred to the FAPBM endowment fund. As for Indicator d.: “a Number (and percentage) of regional and local development plans that include the target protected areas and are consistent with their objectives (1 SRAT and 22 SACs)”, the indicator target at the beginning of the project was to include the targeted PAs into 22 SACs but it revealed to be equivalent to 92% of the municipalities in and surrounding the 5 PAs as 2 remaining SACs could not be completed by the PAGE1/GIZ project due to its limited budget. Indeed, the SAC of 2 municipalities Antsakoa Mileka and Andranomavo in the Baie de Baly NP were not elaborated. This target was thus not fully achieved as it relied on the PAGE project target achievement. Finally, Indicator e.: “Number of households directly benefitting from sustainable production initiatives linked to the target protected areas (2000)” was exceeded by 129% as the target at the end of the project was 2000 and the project succeeded in targeting 2570 households.

The progress achieved towards Outcome 1.1: “Increased management effectiveness of 5 targeted PAs of the Northwestern Landscape” evaluated by the indicator 1.1: increase in “METT scores of the 5 targeted PAs covering about 588,494 ha” by 15% **was exceeded** as each PA METT score continuously increased each year and the total average METT score increased by 19%.

Table 3 : METT score per PA over project implementation timeframe

Source: PIRFY2023

Protected Area	Baseline METT Scores	FY21 METT Scores	FY22 METT Scores (final)
Baie de Baly NP	78%	79%	79%
Bombetoka Belemboha	20%	58%	65%
Biocultural Site of Antrema	77%	85.3%	87%
Complexe Mahavavy-Kinkony	52%	76%	75%
Ankarafantsika NP	67%	78%	80%

The progress achieved towards Outcome 1.2: “Improved financial sustainability of 5 targeted PAs” was evaluated through 2 indicators which’s targets were both exceeded. Indeed, the target for Indicator 1.2.: “Amount of long-term financing available annually” was of USD 137,000 additional funding available annually for each of the 5 targeted PAs. In 2023, USD 144,459 additional funding was received from the interests of the USD 4.5 million from GEF-6 funding. As for the indicator 1.3.: “Financing gap (expressed as % of total need defined in management plans) of the 5 targeted PAs during 2022- 2025” to 15% of total need. This was partly due to the GEF-6 USD 4.5 million transfer to the FAPBM endowment fund but also to the efforts to seek and receive additional funding from other financial partners such as with the additional USD 51.6 million transferred by the KfW in December 2021 to the FAPBM endowment fund. Nevertheless, as per PIRFY2023, at the end of the project, only one funding request had been submitted to a potential donor out of the 3 funding requests targeted.

As for Outcome 2.1.: “Key local communities around targeted PAs have adopted sustainable production practices”, the project exceeded the targets for 3 out of the 4 indicators. Indicator 2.1.: “% of households self-reporting as food insecure” was at 72% at the beginning of the project with an end of project target of 20% which has been achieved. The project aim for Indicator 2.2.: “Number of months that households are food insecure”, was to reduce food insecurity from 4 to 3 months. At the project's conclusion, the median number of months during which households experienced food insecurity was of 2 months, according to data obtained from the household survey, which results in the indicator being exceeded. As for Indicator 2.3.: “% increase in household income of the local participating communities”, the project targeted a 15% increase in average household income which has reached 28% at the end of the project, thus exceeding end of project target. Finally, Indicator 2.4: “Number of hectares where sustainable production practices have been adopted” was also exceeded with a total area of 642 ha compared to the 500 ha targeted for the end of the project.

i. Level of quality of outcomes and outputs delivered

Regarding the quality of the targets achieved under Component 1, Outcome indicator 1.1, all 5 targeted PAs had an increased METT score resulting to an average increase of 19% but with disparities among the PAs (as per Table 3 here above). For example, Bombetoka had an increase in its METT score of 45%, while Baie de Baly had only an increase of 1%. Based on the interviews, this is partly due to the fact that Bombetoka was a newly supported PA and the project largely contributed to increase its management effectiveness as it was not officially recognised as a PA and did not receive funding from the FAPBM yet. The project support was a good opportunity for the PA to gain in recognition and to get financial and technical support to implement conservation activities according to its new PAG and to be integrated in the local SACs. Baie de Baly, on the other hand, was not a newly recognised PA and it was also reported during interviews that some limited efficiency in management would have also contributed to a less important increase in its total management effectiveness score. Nevertheless, it is worth noting that the METT exercise can be found challenging to be done correctly, and therefore scoring should be completed with detailed information. The PIRFY2023, indeed, highlights recommendations to improve this exercise in the future, especially regarding the METT questionnaire format and the details and information which should be provided to justify METT scores. This could also influence to some extent the total METT score for each PA.

Concerning the integration of PAs into the land-use planning of 24 municipalities around PAs (Output Indicator 1.1.1), two municipalities, namely Antsakoa Mileka and Andranomavo, did not have their SAC developed under the PAGE1/GIZ project, as initially planned. Consequently, the integration of PAs into their land-use plan could not take place. As for the implementation of the PAs' PAGs (Output Indicator 1.1.2), all of them are now counting with their PAGs updated and related planned activities being implemented through the project activity support and the FAPBM increased interests from the capitalization of its endowment fund. PA managers were able to implement activities according to their PAGs, activities included ecological monitoring, fire breaks/firefighting, patrols with communities, rangers and “mixed brigades” (police/gendarme, forestry agents, local community representatives), forest restoration, communication and awareness-raising, park delimitation, maintenance of existing park boundary markers, monitoring the implementation of management plans and activities within each PA, and reviewing PA managers (assessment of adherence to terms of PA delegation contracts). For example, at Antrema NP, the project provided material in order for the PA staff to better conduct conservation activities and was comprised of material such as patrolling equipment (boots, hats, tents, etc.), drones, water bags, among others. The project support, also enabled PAs to be better equipped

to address bushfires. For example at Antrema, 40 signboards were installed, and 5 water tanks of 500 litres were provided to stock water. Old firebreaks were restored and new ones created, which resulted in a total of 174km of firebreaks maintained and created during the three years of project implementation. At CMK, the PA management was able to gather both local communities and migrants to participate into cleaning the park boundaries. Moreover, forest restoration activities for the PAs also proved mostly satisfactory and monitoring activities were conducted during project implementation to ensure their development, although the question on seedlings maintenance in the future remains. Additionally, bushfires remain one of the major threat and concern for PAs – especially for Ankarafantsika NP and Antrema – and for newly reforested areas. Therefore, even if PAs benefited with additional equipment and capacities to manage the threat, interviews revealed that it remains limited specifically during the peak season of uncontrolled fires.

Finally, as for the PA local management structures in place and functioning (Output Indicator 1.1.3), while PA management meetings are taking place enabling increased exchange and communication between PA management and communities as well as increased awareness on biodiversity protection and the reduction of threats, interviews and documentation review revealed that grievance mechanisms within most PAs are still not entirely satisfactory, although there has been incremental improvement (refer to section 3.3.4 on Environmental and Social Safeguards). Additionally, **the level of female participation in PA management meetings and conservation activities remains lower than male participation, despite their expressed willingness to engage.**

Regarding the quality of the targets achieved for Outcome 1.2 and related Outputs, the GEF-6 capitalization and the supplementary funding received by KfW have resulted in a 15% reduction in the overall financial gap for the 5 targeted PAs, as opposed to the initially targeted 25%. While the quality of activities aimed at enhancing financial availability for these PAs has proven highly satisfactory, interviews revealed that it was not yet sufficient to completely ease PA management in conducting their activities.

More specifically, the FAPBM invested USD 4.5 million in the Lombard Odier Money Markets Fund and carried out regular monitoring of the portfolio. Although there was a slight delay at the beginning of the project for FAPBM to receive the fund to be capitalized, **all went according to plan and the 5 targeted PAs started receiving an additional revenue for their PAGs activities from January 2023.** This revenue was primarily targeted at USD 137,000 but **reached USD 144,459 which further contributes to the financial provision to the PAs activities each year.** This amount is higher than expected because the FAPBM received an endowment from KfW in December 2021 of USD 51.6 million which also contributes to an increase of USD 22.755 of the total interests generated in 2023 for the 5 PAs. Further, it was noted by the FAPBM that the newly acknowledged Bombetoka Belemboke PA confronted a significant financial shortfall. Hence, to maximize the tangible impact of the financial support from the GEF-6 project and the accrued interests from the endowment fund, interviews revealed that the FAPBM opted to allocate additional funds to the PA. This decision aimed to enable the PA to comprehensively fulfil its activities and substantially enhance its management effectiveness. Moreover, even if the interests generated from the endowment fund mainly primarily focused on conservation activities, the FAPBM remained flexible in terms of activities to be supported based on the PA management. For example, for Antrema, as they already had sufficient funding for conservation activities, the funds received from the Foundation therefore focused on community activities which counted with an important gap.

As for the funding requests to be submitted to potential financial donors (Output Indicator 1.2.3), only one out of the three funding requests targeted was submitted to date, as reported in PIRFY2023 but the FAPBM is pursuing fundraising efforts for capitalization as well as for additional project support to the 5 targeted PAs based on the donor database which was developed as planned.

Regarding the quality of Component 2 in relation to Outcome indicators 2.1 and 2.2, associated with food insecurity in PA landscapes, a final assessment was conducted through household surveys carried out by consultants in early 2023. It revealed that **the project contributed to drop food insecurity from 72% to 51.4% households and that the median number of months of insecurity dropped from 4 to 2 months.** First of all, this is due to the increased income generated through IGAs and through financial compensations provided to implement project activities such as restoration activities including reforestation, firebreaks maintenance, among others. Second of all, **food produced directly through IGAs also directly contributed to increase food security** for the households through vegetable gardening, poultry and cow milk production.

Regarding Outcome indicators 2.3 and 2.4 and related Output indicators ,the quality of the results from the IGAs selected was satisfactory although, variations exist between different IGAs and PAs. Some of the IGAs selected, such as beekeeping, were more challenging due to limited technical capacities for maintenance and to the repeating fire threats. Moreover, the project's target to develop only 3 value chains , which was increased, during project implementation, to 7 value chains to be supported, out of 19 supported IGAs constrained the support for successful IGAs in terms of market opportunities development, presenting a bottleneck to some extent.

Project activities supporting increased income generation through sustainable production practices included the promotion of IGAs such as beekeeping, market gardening culture, rice production, restoration, enhancing the value of raffia forests, green charcoal production, development of tourism, among others for **a total of 19 IGAs supported (exceeding the 16 IGAs planned to be supported) and the development of 7 value chains, exceeding the 3 planned value chains to be supported.** Indeed, initially, the project aimed to support three IGAs: beekeeping, handcrafts, and green charcoal. However, due to the success of producing certain other products and the recognition that market development posed a significant bottleneck for these IGAs, the project decided to expand its support to include silk, salt production, market gardening, and lemon transformation. **In total the project supported 2570 households (6816 men and 7094 women).**

The selection of supported IGAs was based on stakeholder consultations during the development of the project design which enabled to identify and analyse previous interventions in the PA areas, as well as on socioeconomic surveys conducted at the beginning of project implementation to ensure that the IGAs selected would be adapted to each area and to communities expectations and needs. To some extent the project also targeted that through this approach it would enable to scale-up successful productions and have them reproduced by other households. Based on documentation reviews and interviews conducted during the evaluation field mission and online yielded the following conclusions for some of the IGAs in each PA:

- In Baie de Baly, market gardening was successful and generated income but smart-rice agriculture (SRA) and beekeeping, did not yet generate significant income as reported in PIRFY2022. This is partly attributed to the recent initiation of these activities.

- In Antrema, IGAs chosen by the communities included salt production, handicrafts, SRA, and cattle farming among others. While most IGAs were successful, duck farming faced challenges due to the choice of the Peking Duck, unsuitable for local conditions. Bottlenecks included limited seed availability and limited market access². It is also worth mentioning some comments made in focus groups in Antrema namely that some beneficiaries complained that the project did not make good enough use of the knowledge of local populations. For instance, for market gardening activities, seedlings were distributed too late in the season.



Raffia handicraft by a women's association in Antrema

- In CMK, onion production was new for local communities and has become a significant source of income and has particularly given good results among migrant communities. Beneficiaries of SRA and market gardening in some localities have been able to improve their production and have the capacity to sell part of their production, this is also the case for beneficiaries of handicraft and beekeeping. In CMK, handicrafts products made out of raffia even obtained a regional label and the lady recompensated for her product quality was called to share her experience and strengthen capacities on this IGA in other communities.



Women members of silk cooperatives in Bombetoka

- In Bombetoka, silk production proved to be working well although market opportunities remain limited even if activities such as exhibition stands in regional fairs were identified to increase market channels.

- In Ankarafantsika, eucalyptus and bamboo plantations demonstrated a success rate of up to 95%, while mango tree maintenance encountered challenges, resulting in a notable loss of seedlings. The project also facilitated the establishment of stalls along the main road, which resulted in increased daily income. Handicrafts and beekeeping are still underdeveloped with limited market opportunities. Even if beekeeping, benefiting approximately 70 individuals, including 11 women, played a role in generating income to pay school fees. Nonetheless, Ankarafantsika's IGAs still face important threats and limiting factors such as water scarcity, wildfires, and the varroosis disease.



Stands of transformed edible products along the main road in Ankarafanstika NP

² The photos illustrating the IGA's were taken by the national consultant during field mission

ii. Level of achievement of the targets set out in the GEF Tracking Tool and the GEF core indicators

The GEF core indicator targets are included in Appendix IV of the ProDoc and also reflect some of indicators monitored in the results framework of the Boeny Landscape project on which the Evaluation team based their analysis on the achievement of these indicator at project end. **Overall, all 5 GEF Core indicators were exceeded or achieved, although the GEF Core Indicator 11 was exceeded in total amount of co-benefit beneficiaries, it did not achieve the amount of women targeted.**

Regarding GEF Core Indicator 1: “Terrestrial protected areas created or under improved management for conservation and sustainable use (in ha)”, the 588,494 ha targeted at endorsement stage were achieved and correspond to the total area of the PAs in the Northwestern landscape. Indicator 1.2: “Terrestrial protected areas under improved management effectiveness” evaluated through the METT score of the targeted PAs had an average of 58.8% which has increased to 78% at the final METT exercise under this project FY2023.

GEF Core Indicator 4: “Area of landscapes under improved management to benefit biodiversity” and the related Indicator 4.3: “Area of landscapes under sustainable land management in production systems” with a target of 500 ha at endorsement was exceeded, with 642 ha as per Indicator 2.4 of the results framework.

Finally, GEF Core Indicator 11: “Number of direct beneficiaries disaggregated by gender as co-benefit of investment”, the targets at endorsement stage were of 1300 female and 1300 male for a total of 2600 beneficiaries. At the end of the project, the overall target was exceeded with 2693 beneficiaries but the amount of beneficiaries targeted per gender was lower than expected for women with 952 female for 1741 men.

iii. Unintended results

Some unexpected positive results emerged during the project implementation, notably the establishment of a regional platform among PA managers in the Boeny Region. Inspired by the successful collaboration observed in the Diana and Sava Regions, this initiative gained traction following positive experiences during the project implementation. The main aim of this platform, known as PFGAP³ Boeny, is to strengthen collaboration among PA managers, fostering shared knowledge and resources.

Another unexpected positive result was noted in Antrema, as the engagement of migrants in conservation activities and sustainable economic alternatives exceeded expectations. For example, their involvement in salt production resulted in 40 tons of salt produce, surpassing the initial projection of 5 tons.

Moreover, interviews also revealed that the semi-intensive approach to cattle farming in Antrema not only yielded favourable results but also triggered unexpected positive repercussions. Beyond the increased availability of milk, which became a product consumed on a regular basis in the community, the approach also significantly reduced cattle mortality rates due to improved livestock management and care, including vaccination. This success prompted an increased adoption of some of those effective practices, with now over 90% of cattle in the area being vaccinated. An

³ Plateforme de Gestion des Aires Protégées

additional positive result is that community comes to collect cow dung to be used for gardening and rice cultivation.

Finally, the restoration of forests and mangroves at Bombetoka and Ankarafantsika also induced unintended positive results as communities and particularly youth initiated reforestation efforts beyond the designated reforested areas, and without anticipated financial compensation.

On the downside, a negative unintended result at Antrema concerns a dam for pisciculture which broke resulting in significant financial losses as project beneficiaries believed that the fish belonged to the project rather than to themselves and therefore did not sell the fish in time. Furthermore, interviewees believed that the sustainability of the earthen dam had not been thoroughly considered, relying solely on traditional methods based on building practices which are not meant to last.

3.2.2. Barriers and enabling factors

- i. Actors and factors hindering the achievement of expected outputs and outcomes of the project

Progress towards expected outputs and outcomes has been hindered by several barriers both internal and external to the project. Internal barriers included a late first steering committee meeting which delayed the validation of the workplan and budget for year one and consequently the start of activities; delays in signing grant agreements with PAs; as well as DPRIDD and DAPRNE's lack of functional bank accounts for almost a year as they faced issues opening new bank accounts.

Regarding external factors, the COVID-19 pandemic and related travel restrictions were the main obstacles that the project had to face throughout most of its implementation. Those factors impacted monitoring and supervision activities as well as project activities on the ground. Specifically, CI-GEF could not travel to Madagascar to carry out its duty to undertake annual supervision missions as laid out in the M&E plan. Instead, CI-GEF had to rely on the PMU on these aspects. As for the PMU, travel restrictions prevented project staff to travel to the Boeny region from March to August 2020 and were consequently forced to rely on second-hand data from the field for monitoring purposes. Executing partners lacked reporting capacities which made the information collected incomplete. To make it worse, the PMU had to postpone scheduled M&E trainings with grantees (training were eventually conducted online). Moreover, the PMU was supposed to conduct a mid-term survey in June 2021 to assess the changes in food security, income and other socio-economic development indicators but this had to be delayed until March 2022 due to COVID-19 measures. The pandemic also severely delayed project activities - including community meetings, awareness raising and capacity building activities and IGAs - eventually leading to the project being granted an 18-month long NCE until December 2023. For instance, according to the minutes of the second STC, in CMK, COVID-19 restrictions prevented awareness raising activities with local communities which may have contributed to an increase in illicit logging and fishing. In addition, the minutes also highlight the fact that most project actors observed that market closures led to a decrease in households' income. Market closure also impacted the achievement of indicators for Component 2 and contributed to complains that were voiced in the mid-term survey regarding the lack of opportunities to sell the production generated through Component 2 activities.

Fires, which had been identified as a risk to the project, proved to be a significant hindrance throughout project implementation. This is particularly true for Ankarafantsika NP where in 2022 fire season for agriculture purposes arose earlier than usual, completely overwhelming PA staff and preventing it from undertaking regular operational activities. **In addition, in Ankarafantsika NP, misunderstandings coming from local communities created counterproductive results.** Some reforested plots were destroyed by local communities who were under the impression that land property rights would be issued to those exploiting the land and thus started activities on the reforested plots.

Another external obstacle has been the dependence of the project on the achievements of other projects. According to minutes from the first steering committee, for activities to start in Bombetoka-Belemboka, the project had to wait until the end of 2020 for the Management Plan (PAG) to be completed under GEF-5 funding. Indeed, without its PAG, the DELC, who manages Bombetoka-Belemboka, did not comply with FAPBM criteria and therefore could not receive its funding.

Finally, project implementation was also hindered by some financial reporting and governance weaknesses on the part of DPRIDD and a high turnover at DIREDD both of which delayed activities.

- ii. Actors and factors enabling the achievement of expected outputs and outcomes of the project

Several factors, both internal and external, enabled the completion, or timely implementation, of almost all project activities as of 2023 Q4 despite the obstacles that hampered the project throughout its implementation. Internal factors include the granting of a NCE; the strong relationship that the project established with the Malagasy Ministry of Environment and the adaptive capacity of the project management team thanks to a highly experienced PMU in face of COVID-19 related travel restrictions.

Furthermore, the project capitalised on existing commodity supply chain studies and past/on-going interventions. As for external factors, they included the long-standing relationship that Conservation International and its Global Conservation Fund (GCF) division has with the FAPBM having capitalised it with USD1M 15 years ago, making it one of FAPBM's original donors, and working together on a project in the northern region of Madagascar back in 2011-2012. Additionally, CI has been involved in Madagascar since 1990 and is therefore familiar with the institutional environment as well as the conservation stakeholders present in the country.

3.3. Efficiency

Project dimension	TE Rating	Justification
Outcomes / Efficiency	Satisfactory (S)	The project efficiency was overall satisfactory, while the project experienced some challenges, it reacted in an effective manner ensuring limited shortcomings which did not have consequences on the achievement of expected outcomes and with 92.3% of planned budget disbursement. Most of co-financing was also leveraged although the COVID-19 pandemic impacted some of the materialization.

3.3.1. Financing and co-financing

- i. Level of discrepancy between planned and executed budget (total, by year and component)

Based on the information extracted from PIRs, **the budget disbursement planned for the initial year of project implementation (May 2019 – June 2020) was notably low, accounting for only 5.7%** of the intended USD 5,279,218. This low disbursement is indicative of delays in project initiation and the subsequent transfer of GEF-6 funds to capitalize the FAPBM, extending beyond the planned timeline. However, the transfer of USD 4.5 million occurred in November 2020, five months later than scheduled. **Despite the limited delay, this disbursement was integrated into the second year of project implementation, presenting a skewed representation as it actually took place only a few months after the originally planned timeline.** Consequently, the planned budget was realized at 86.5% in Year 2 of project implementation. Further on, the project maintained a consistent disbursement rate until the conclusion of the planned timeline. However, due to the impact of the COVID-19 pandemic and some other internal challenges, at the end of planned project implementation date, 12.3% of the budget was not yet disbursed, with some activities yet to be implemented. Therefore the Boeny Landscape project was granted an 18 months NCE. **On June 30th 2023, as per the PIRFY2023, the project had disbursed 92.3% of the total planned budget indicating a satisfactory total disbursement of the GEF-6 fund.**

Table 4 : Planned and disbursed GEF cumulative budget per year (USD)⁴

Project Year	Budget disbursement planned (in USD)	Budget disbursement realised (in USD)	% of planned budget per year disbursement realised	% of total planned budget realised
Year 1	5,279,218	301,449	5.7%	4.4%
Year 2	6,111,772	5,287,887	86.5%	77.6%
Year 3	6,817,431	5,910,644	86.7%	86.7%
NCE	6,817,431	6,293,262	92.3%	92.3%

⁴ Evaluator's own elaboration based on the ProDoc and project PIRs

ii. Level of contribution of the FAPBM capitalization income to Boeny PAs

The GEF funding to the capitalization of the FAPBM endowment fund started generating interests in 2023 as planned in the ProDoc. In total, the additional amount available for the five targeted PAs of the Boeny was of 581,818,760 MGA equivalent to the USD 137,000 as reported at the time in PIRFY2023 and as the FAPBM committed to CI, as a minimal amount provided to the Boeny PAs per year from the GEF fund capitalization. In addition, the USD 51.6 million from the KfW further contributed to the revenue generated from the GEF fund with an increase of USD 22.755 of the total interests generated in 2023 for the 5 PAs, reaching a total of USD 144,459 FY2023.

The table 5 here below presents the different contributions from the FAPBM to the five PAs. It includes capital incomes already received by each PA which are not a result of the CI-GEF project capitalization. In addition, special support was also provided by the FAPBM to some specific PAs when needed. The last column represents the FAPBM's contribution to each PAs from the income generated thanks to the capitalization of the GEF-6 fund resulting in additional revenues for each PA since 2023. Overall, in 2023, the amount available for each PA is still limited, although it is planned that the level of funding available at perpetuity for the PAs recurrent costs will increase from USD 195,000 to USD 332,000 per year, as per the PIRFY2023. Nevertheless, financial markets fluctuations could somewhat influence the total amount available in future years.

Table 5 : Contribution of the FAPBM funds for each targeted PAs of the Boeny Region (in MGA)
Source : FAPBM

PA Site	Manager	2022			2023		
		Capital Income	Special Support	GEF Boeny	Capital Income	Special Support	GEF Boeny
Antrema	MNHN	233 600 000	-	-	236 039 600	-	116 725 000
Bombetoka Belemboka	DELC	-	-	-	-	-	116 715 760
CMK	Asity	478 859 907	-	-	490 734 195	-	116 378 000
Ankarafantsika	MNP	-	358 535 900	-	-	566 352 503	116 000 000
Baie de Baly	MNP	268 701 480	52 743 000	-	292 396 000	62 450 500	116 000 000
		981 161 387	411 278 900	-	1 019 169 795	628 803 003	581 818 760

iii. Level of discrepancy between planned and leveraged co-financing (in kind and in cash)

In total, as reported in the PIRFY2023, 95% of the planned co-financing was materialized with a total of USD 7,609,697 instead of the USD 9,719,868 planned in the ProDoc. Interviews revealed that some of the co-financing could not be leveraged mostly due to the COVID-19 pandemic. As a result, a minor amendment of a “decrease of 10% or more” of the amount of the planned co-financing approved in the ProDoc, was reported in the final PIRFY2023.

iv. Availability and quality of financial reports

While the financial system and reporting at CI level internally was reported as efficient, being used worldwide within the organisation, executing partners faced challenges in adhering to CI financial management and reporting requirements, although with disparities regarding quality and timeliness of financial reports among them.

Financial information on project disbursement is found in PIRs but remains limited as the total amount of budget disbursement achieved, limiting possible analysis based on documentation for the evaluation team. Nonetheless, interviews revealed that the PMU found the CI financial system to be very efficient as it is used worldwide by the CI staff. It enables an efficient follow up by funding agency in terms of financial monitoring, contracts, etc.

Nevertheless, at executing level, on the one hand, the three directorates encountered difficulties in adhering to financial procedures and reporting, necessitating extra assistance and training from the PMU financial team. Despite having enhanced capacities. Indeed, at the beginning of project implementation, executing partners found CI-GEF procedures to be strenuous and not very clear. This reflects the limited financial management capacity, especially of the three directorates who were not used to high financial and accountancy requirements. Hence, financial reporting was of limited quality, with limited financial proofs and not delivered on time to the PMU. Moreover, delays due to insufficient quality of reports impacted project activities as funds couldn't be released until financial reports and regularization needs were addressed.

CI-Madagascar therefore developed a grant procedures manual and trainings on finance management and procedures were conducted in 2021. The PMU finance team therefore conducted visits to partners, taking the opportunity to verify supporting documents and proofs. They also conducted monthly follow-ups on supporting documents for the directorate institutions as they were considered as high risk.

On the other hand, PA management partners had better capacity for financial monitoring and reporting, as their financial tracking systems were different, it created additional workload. Indeed, as reported during interviews MNHN initially encountered issues with this new financial reporting format but adjusted over time. FAPBM also required quarterly and annual reports, including the link between budget execution and technical execution.

3.3.2. Quality of implementation and execution

Project dimension	TE Rating	Justification
Implementation	Satisfactory (S)	Although COVID-19 travel restriction shook up some of the initial allocation of responsibilities, CI-GEF managed to adapt by providing additional support to PMU and supported the NCE CI-GEF proved to be rigorous and highly accessible.
Execution	Satisfactory (S)	The performance of CI-Madagascar, as the lead executing agency, and of the PMU which was hosted by CI-Madagascar, was very satisfactory. Thanks to a strong PMU, disruptions were efficiently tackled to minimise the impact of the various obstacles on project implementation. Furthermore, CI-Madagascar strengthened its support to on-the-ground executing partners experiencing reporting difficulties.

- i. Level of performance of the implementing entity (including implementation and supervision of project execution)

CI-GEF has mostly delivered on its mandate and provided adequate support to PMU despite COVID-19-related travel restrictions which significantly reduced its supervision role.

According to the ProDoc, CI-GEF, as the implementing agency, was responsible for reviewing and approval of M&E activities, providing overall backstopping and oversight of M&E activities. It was responsible for the timely release of funds to implementing partners and it was to conduct annual supervision missions on the field. The MTR already stated that CI-GEF had fulfilled its duty through review of progress reports, approval of planning documents, timely release of GEF funds to CI-Madagascar, guidance and feedback to the PMU on upholding GEF procedures relative to social and environmental safeguards, M&E, financial regulations etc. CI-GEF also supported the PMU on budget revisions for the NCE and to develop the procurement plan for the first year of the project. However, unable to conduct the planned annual supervision mission itself due to travel restrictions until April 2022, CI-GEF still provided adequate support to the PMU to undertake these missions. Overall, CI's rigour in terms of work planning, project monitoring and the support it provided to executing partners significantly helped with the project's success and the project technical coordinator praised CI-GEF for making themselves highly available. However, changes in CI-GEF procedures regarding the template for the presentation of the budgets of the sub-grants proved to be too time-consuming to adapt to in a timely manner which delayed subgrantees file processing.

- ii. Level of performance of the executing entities (including execution arrangements, work planning, procurement processes and project monitoring)

According to the M&E plan GEF-6 Boeny for CI-GEF document, the roles and responsibilities of each executing agency was as outlined in the table below.

Table 6: Roles and responsibilities of the lead executing agency and each executing partners

Source: evaluator's own elaboration based on the ProDoc

Stakeholder	Function
CI-Madagascar and PMU	<ul style="list-style-type: none"> • Ci-Madagascar is the Executing Agency of the project • Ensure the liaison between the government of Madagascar and CI-GEF • Provide technical support to executing partners • Operational and technical management of the project • Coordination of project execution • Financial management of the project • Compilation of workplans and reports • Supervision and technical monitoring of subgrants • Communication of objectives, activities and results of the project • Organise quarterly project monitoring meetings, review technical and financial reports • Prepare PIRs
Project Steering Committee (STC)	<ul style="list-style-type: none"> • Approve workplans and budgets proposed by PMU • Supervision and provision of advice to PMU • Lobbying on behalf of project if necessary
DAPRNE, DIREDD, DPRIDD	<ul style="list-style-type: none"> • Implement activities as per the approved workplan • Monitoring of activities implementation and reporting • Implementation of social and environmental norms and policies
FAPBM	<ul style="list-style-type: none"> • Mobilise sustainable funds for the Madagascar PA network • Financial and technical monitoring • Technical and financial monitoring of funded PAs ; annual performance review of beneficiary PAs
PA managers	<ul style="list-style-type: none"> • Implementation of activities as per the approved workplan • Efficient implementation of managing functions in each PA • Production of data relevant for PA management • Monitoring of activity implementation and reporting • Implementation of social and environmental norms and policies

CI-Madagascar was the project's lead executing agency and hosted the PMU, which delivered on its mandate in a very satisfactory manner given the obstacles posed by the COVID-19 pandemic and adapted quickly. The technical coordinator, M&E managers, grants and contracts manager and finance managers were all CI-Madagascar staff, with a lot of experience and minimal turnover. In particular, the technical coordinator had been working with CI for over 20 years and was therefore very well versed in CI processes. In terms of work planning, the PMU elaborated workplans approved by CI-GEF and the STC on a fiscal-year basis and overall

project work planning was satisfactory notably despite delays and travel restrictions due to COVID-19. Regarding project monitoring and reporting, the PMU regularly drafted technical and financial quarterly reports, annual financial reports and PIRs. However, there was a period when the PMU was unable to travel to Boeny and had to rely on second-hand information for monitoring purposes and internally approval of the draft M&E plan instead of having it approved by all stakeholders. Furthermore, monitoring was hampered by the weak reporting capacities of some implementing partners, to tackle these the PMU also provided trainings to executing agencies and efficiently adapted the format (in-person, phone calls, Teams meetings) to adapt to changing COVID-19 policies. The PMU fostered coordination and organised meetings every 3 months to inquire about any problems that executing partners may be facing and offer solutions. In addition to its original duties, the PMU efficiently took on some of CI-GEF's supervision role.

Although, as per CI's evaluation policy, TE performance ratings should only reflect the performance of the lead executing agency, the Evaluation team deemed relevant to discuss the performance of the executing partners to provide insights on how execution unfolded on the ground.

Apart from the late arrival of the first STC meeting which initially delayed the validation of the workplan and budget for the first year of implementation with subsequent impact on the start of activities, **the STC also delivered satisfactorily on its mandate and held a meeting annually** to make strategic decisions regarding the project, oversee the implementation of project activities, validate workplans, budgets and technical and financial reports from the PMU.

Some institutional partners faced difficulties in carrying out their responsibilities as part of the project due to internal capacity weaknesses. The DAPRNE performed well in implementing its activities which mostly consisted in stakeholder trainings on management tools such as SMART tools, PAGs and GIS. They also monitored PA's PAGs. As for the DPRIDD, evidence suggests that they lacked the technical capacities to plan appropriately and to carry out their financial reporting responsibilities. Finally, the DIREDD's work, which was focused on supporting conservation activities, was efficient on the ground yet its overall performance was undermined by a high turnover among its teams resulting in their inability to complete all activities on time. In the end, according to the minutes from the fourth STC meeting, the disbursement rates DPRIDD were lower than 50% in the fourth year of project implementation due to the bank account opening delays, COVID-19 delays and repeated fires. Nevertheless, members of the PMU reported that the three government directorates did make significant efforts and demonstrated genuine commitment to improve the management of this type of funds which they were not used to.

Collaboration with FAPBM went very smoothly. The USD4.5M were invested in the Lombard Odier Money Markets Fund in and interests were expected to be generated in year 3 of project implementation. With respect to its responsibility to fundraise additional funds for the Malagasy PA Network, FAPBM managed to mobilise an additional USD51.6M from KfW in December 2021. CI-GCF was in charge of the oversight of the FAPBM and its tracking of investment performances. Evidence shows that CI-GCF never reported any concerns regarding either the FAPBM's investment strategy or reporting and that collaboration went very well.

PA managers' overall performance level differ between organisations as well as between types of activities. With respect to fund management, MNP's experience enabled them to implement conservation activities efficiently albeit cumbersome in terms of paperwork. Other PA managers benefited from trainings by CI and essentially had the skills to effectively manage the project funds. In all five PAs, procurement procedures extended over long periods of time. For instance, PA managers were to buy bee hives and distribute them all within the first year of implementation. Yet, procurement took so long that distribution had to be postponed to year 2.

Moreover, PA managers experienced difficulties passing on project data from the field to the M&E manager making data collection longer than anticipated.

In terms of activity implementation, evidence suggests that the MNHN, Asity and DELC tackled their responsibilities efficiently and implemented all their activities. The implementation of development-focus activities under Component 2 raised some challenges initially, all PA managing organisation being primarily conservation-focused. MNHN, DELC and Asity resorted to hiring external consultants for this part, but MNP showed some weaknesses in its handling of IGAs implementation in Ankarafantsika and Baly Bay. Further, in Ankarafantsika, the beginning of the bushfire season significantly impacted MNP's capacity to implement their activities as PA staff were overwhelmed by fire management. For comparison purposes, in the fourth year of implementation, Asity's disbursement rate was 91% against around 50% for MNP. Finally, all PA managers experienced difficulties implementing safeguards as these were rather new activities for them.

3.3.3. Risk Management

- i. Extent to which the planning documents anticipated or reflected the risks faced by the project during implementation

Although the significant impact that COVID-19 had on project implementation could not have been anticipated during the project design phase, evidence shows that the project adequately identified most of the foreseeable risks in the ProDoc which could have impacted project outcomes.

The risks and ratings identified per outcome are the following:

Table 7: Risk and risk ratings per outcome identified in the ProDoc

Outcome	Risk	Risk rating
Outcome 1.1. Increased management effectiveness of five targeted PAs	Exacerbated illegal logging, poaching and fires following social and/or political crises	High risk
	Weak institutional capacities for planning, management and governance	Substantial risk
Outcome 1.2. Improved financial sustainability of five targeted PAs	Uncertainty related to performance of FAPBM's investment	Modest risk
Outcome 2.1. Key local communities around targeted PAs adopted sustainable production practices	Uncertainty due to regional government shift in priorities and/or policy change	Modest risk
	Continued threats to PAs through uncontrolled exploitation	Low risk
	Limited acceptance of sustainable use models by local communities	Low risk
	Impact of global climate change	Modest risk

In the end, weak institutional capacities did prove to be an actual concern but was however effectively tackled by the project's risk mitigation strategy. Additionally, bushfires were a significant

concern throughout project implementation particularly in MNP managed PAs (Baly Bay and Ankarafantsika) where bushfire season started early and overwhelmed PA staff. Interviewees reported that fires also endangered some of the IGA such as those including raffia as raffia palms can burn, or beekeeping since bee flee in the event of a fire and beehives can outright burn.

Finally, the additional pressures generated by the increasing presence of migrants in PA areas, and particularly in Ankarafantsika, had not been anticipated prior to the start of the project. Nevertheless, this issue was reported as a growing concern to the Evaluation Team on several occasions during the data collection process.

ii. Quality of information systems in place to identify and analyse new risks

This GEF-6 project counted with a mostly high-quality information system to analyse pre-identified risks and identify new risks arising during implementation although it sometimes did not report on pressing risks that were mentioned during stakeholder interviews. The PMU produced thorough PIRs and quarterly technical report that included updates on risk ratings and the implementation of mitigating strategies.

COVID-19 was identified as a new risk during project implementation in PIRFY2020 with a risk rating considered as high. On the other hand, the risk “limited acceptance of sustainable use models by local communities” which had been identified in the ProDoc with respect to Outcome 2.1 was not monitored in the PIRs since the very first year of project implementation. Similarly, the risk posed by the presence of migrants in Ankarafantsika was not monitored via the information system throughout project implementation despite having been mentioned during interviews that the Evaluation Team conducted and STC meetings.

iii. Quality of risk mitigation strategies identified and implemented

According to the PIRFY2023, all mitigation activities were completed at the end of project implementation and in the last PIR the overall risk rating had been decreased from HIGH at the beginning of implementation to LOW. Overall, it can be concluded that mitigation measures were adequate as the project was able to mitigate all risks including new risks such as those linked to COVID-19 which did not impact the project at all in the last year of implementation. The ProDoc identified mitigation strategies for each of the risks that were identified:

- In order to tackle illegal logging, poaching and fires following social and/or political crisis, the ProDoc planned to strengthen the involvement of civil society and partnerships with the private sector so as to reduce the project's dependence on political influence.
- The institutional capacities for planning, management and governance were to be strengthened for several institutional at regional and local levels and for the governance structures of the five targeted PAs.
- The internal processes of FAPBM with its investment committee reviews were to mitigate the uncertainty related to FAPBM investment performance.
- Supporting SRAT and SAC and the development of sustainable value chains, the project hoped to strengthen political commitment and shield the project from the uncertainty related to potential regional government shift in priorities and/or policy change.
- By providing incentives for PA protection supporting key alternative income and livelihood opportunities, the project aimed at alleviating the potential risks linked with continued threats to PAs through uncontrolled exploitation.

- The mitigation strategy envisioned to tackle potential limited acceptance of sustainable use models by local communities relied on the alternative income and livelihood opportunities provided through IGAs as well as on the PA co-management agreements concluded with local communities.
- Finally, with respect to the risks posed by climate change, the ProDoc planned on working with PA staff, regional and grassroot organisations to share experiences related to climate change adaptation and resilience of production systems.

As for the risk posed by COVID-19, mitigation measures comprised holding training sessions for the grantees online and CI-GEF supporting the PMU in carrying out supervision activities.

Finally, regarding the presence of migrants within PAs, the project adapted by focusing DPRIDD's activities on these populations. Some interviewees reported visible changes in the behaviours of migrant populations. The latter engaged with the project almost more than was anticipated and sometimes even participated more than local communities. In CMK, for instance, involving migrant populations in conservation activities helped with the creation of a partnership between migrants, local communities and PA staff. Therefore, to some extent, the project started to address the long-term risks that the additional pressure on biodiversity posed by the arrival of migrant populations within and around PAs.

3.3.4. Environmental and Social Safeguards (ESS)

Project dimension	MTE Rating	Justification
Environmental and social safeguards	Moderately Satisfactory (MS)	The quality of environmental and social safeguard plans is satisfactory and there is evidence that they have been implemented and reflected on throughout project implementation, but the implementation of safeguards by the executing partners was limited reflecting an ongoing process, and there were missed opportunities to improve gender considerations and the implementation of adapted grievance mechanism.

i. Existence and quality of ESS at project design phase

The quality of environmental and social safeguard plans is satisfactory, following CI-GEF's procedures for environmental and social management framework (ESMF). Data gathered during the project design phase was done in a participatory way, actions to implement **the plans were clearly detailed and safeguards indicators were clearly specified and coherent even if for gender consideration monitoring mainly focused on disaggregated data.**

The Safeguards plans were all developed during the project design phase and can be found in Appendix V of the ProDoc. As part of the CI-GEF procedures for ESMF, a Safeguard Screening and Analysis was carried out by CI-GEF in January 2018 and was based on inputs collected during structured interviews conducted with focus groups in communities living in and around the 5 targeted PAs. The screening and analysis found the project not to cause negative environmental and social impacts (category C). Three safeguards policies were found to be triggered by the project:

- Grievance Mechanism;
- Gender Mainstreaming; and
- Stakeholder Engagement.

To ensure the compliance of the ESS with CI-GEF Project Agency's "Accountability and Grievance Mechanism Policy #7", an Accountability and Grievance Mechanism (AGM) was developed, to enable complaints from people affected by the project, in which the process to address grievances is clearly detailed. The planned measures for this safeguard included to have the mechanism in place before the start of project activities, and to be disclosed "to all stakeholders in a language, manner and means that best suit the local context". The AGM also included monitoring and reporting activities by executing agencies during project implementation. Regarding the mechanism for grievances, it was already identified in the ProDoc that many grievant could be illiterate and would not be able to write down grievance but that written formal records are still needed for any grievance made. The strategy was then to rely on second-hand reporting within rural communities, another strategy was to have grievances received through community members represented on PA governance committees although these strategy were not completely thought through during project design and revealed therefore to be challenging and needed to be adapted during project implementation.

To ensure that the project complied with the CI-GEF Project Agency's "Gender Mainstreaming Policy #8", a Gender Mainstreaming Plan (GMP) was also developed based on semi-structured interviews, focus groups and household surveys. Nevertheless, as also reported during interviews, the GMP mostly focused on monitoring gender disaggregated indicators per project activities but did not plan to engage in deeper gender-mainstreaming actions.

A Stakeholder Engagement Plan (SEP) was also developed to meet CI-GEF Project Agency's "Stakeholders' Engagement Policy #9". The SEP details the step taken to get stakeholders' input from the PPG phase and is based on 5 preparation workshops and interviews and focus groups with stakeholders living around the targeted PAs. The household level survey also contributed to inform the project baseline and better understand local communities conditions and needs. The SEP also included activities to ensure stakeholders engagement by executing agencies during project implementation.

For all three safeguards triggered, specific indicators to be monitored were developed during project implementation.

ii. Quality of ESS plans implementation

Implementation of ESS varied between Moderately Satisfactory (MS) and Satisfactory (S) rating in the PIRs within the project timeframe as executing partners struggled with implementing the AGM in an adequate manner – despite adaptive measures put in place – and due to the underachievement of implementing gender considerations adequately, thus impacting targets. SEP implementation was nevertheless implemented in an effective way despite some challenges faced.

Indeed, from the beginning of project implementation, the implementation of the ESS plans proved to be a major challenge which was also highlighted during the MTR especially regarding AGM and GMP. The PMU addressed the MTR's concerns with an action plan to regear ESS implementation towards more satisfactory results. Mitigation actions included for the PMU to conduct additional trainings and follow up more closely on ESS implementation and monitoring were then implemented but ownership of these safeguards remained somewhat limited.

More specifically, regarding **the AGM, it was still a new process for most stakeholders and proved challenging especially for PAs management**. During the preparation of the first STC meeting, it was decided to nominate a local contact for grievances at each protected area and in each government executing agency. During the first phase of project implementation, project partners did not succeed to collect complaints because it is “culturally not common to do so”, the written form proved to be too complicated, and people were afraid of the non-anonymity of their complaints towards PA management. During the MTR, it was found that communities were more keen to complain through external stakeholders and therefore, **three adaptive measures were put in place** : (i) awareness raising activities to inform communities about the AGM and its process; (ii) the insurance of anonymity through collective meetings and or specific appointed people representing the community; and (iii) through minutes taken during meetings including local community representatives. The efficiency of those implemented measures varied among the project partners. For example, at Antrema PA level, the AGM already existed and a “Wise” community member presented the community’s grievances during the quarterly co-management meetings. At Antrema, a PA appointed staff for socio-organisational aspects was responsible to register complaints but this mechanism proved to be of limited efficiency.

As for **the GMP, it did not sufficiently take into considerations socio-cultural aspects which were barriers for women engagement into some of the project activities** although the Plan had identified that tasks in communities tended to be complementary and thus, some tasks would be more difficult to access for women. It was for example the case for patrolling missions where women showed interest in participating but most of them only contributed through “cooking for patrollers”, even if Bombetoka PA succeeded in having 52 women participating in patrols and 23 women in ecological monitoring, it was not the case for the other PAs. Hence, as reported in PIRFY2021, gender participation for women was of approximately 40%, due to the nature of the activities which more benefited men. Although it had improved since 2020 in which only 30% was reported in the PIRFY2020. At the end of the project, most of the sex-disaggregated targets were underachieved in terms of proportion of women participating and benefiting from the project due to limited strategies and plans that specifically included gender considerations although the overall target in numbers of women benefiting from project activities was achieved.

Regarding the SEP, the project intervention logic highly relied on various types of stakeholders for implementing activities and the PMUs’ role was to coordinate with various government institutions, PTFs, PA management and local communities which it did in an efficient manner, contributing to enhanced collaborations among the various stakeholders at regional and local levels. Nevertheless, implementation of SEP faced some challenges, especially during the COVID-19 period as it was difficult to meet and implement project activities on the ground and organize meetings. Another challenge was also the wide range of stakeholders involved and ensuring their participation over the entire project implementation as deemed relevant, but interviews revealed that stakeholders were satisfied in terms of engagement during project implementation. **Overall, despite the pandemic which was a major obstacle for several months, stakeholder engagement proved to be satisfactory, and target set for the SEP were even exceeded** as reported in the PIRFY2022.

iii. Evidence of additional safeguards activated

There is no evidence of any additional safeguard activated during project implementation.

3.3.5. M&E system

Project dimension	TE Rating	Justification
Monitoring & Evaluation / Design	Satisfactory (S)	The M&E plan included in the ProDoc is streamlined and detailed, including a coherent and complete results framework with most of the indicators being SMART. It includes clear roles and responsibilities M&E activities, reporting frequency as well as an indicative budget.
Monitoring & Evaluation / Implementation	Moderately Satisfactory (MS)	At management level, the monitoring task and reporting were done in a timely manner. But executing partners, faced challenges in M&E implementation and reporting as they had limited technical capacities and internal resources. Although there have been noticeable improvement through adequate capacity development and support from project management.

i. M&E design

The M&E design outlined in the ProDoc is comprehensive and well-structured, aligning with CI-GEF procedures. Most of the results framework indicators are SMART even if some of them could have been better formulated. The M&E plan clearly defines roles and responsibilities as well as M&E components and activities, including reporting frequency, responsible parties, and indicative budget during project implementation.

The project results framework is composed of 22 indicators: 5 at objective level, 7 at outcome level and 10 at output level. For each expected indicator project baseline metrics as well as end of project targets are provided. It is overall adequate and comprehensive with most of its indicators SMART, although there is sometimes a lack of thoroughness in the indicators and/or baselines/targets formulation. For example, Outcome indicator 2.1.: “% of households self-reporting as food insecure”, with a baseline of “72% of households self-reporting as food insecure” The indicator target of “20% reduction in the number of households reporting that they are food insecure” does not match the indicator formulation. It should have been formulated as “52% of households self-reporting as food insecure” if the reduction target was of 20%. Another option would have been to formulate it as “% of reduction in the number of households reporting that they are food insecure” to match the formulation of the indicator target. Similar mistakes were made for other indicators (see indicator analysis in Annex 4 for more details). Moreover, some indicators could have been better formulated for more relevance and/or to better reflect the project narrative and targets. For example, Output Indicator 1.1.1: “Number of protected areas that are acknowledged and mainstreamed into SRAT and SAC” the indicator formulation is of limited relevance and could have been formulated as “Number of SACs integrating acknowledging and mainstreaming PAs management objectives” to better reflect the project expected results achievement as detailed in the ProDoc through “strong cooperation between the PA managers and local authorities” to “complement the ongoing work and support the operationalization of the SAC by supporting environmentally-friendly production practices and natural resource use priorities identified in the SACs”.

Regarding the tracking of indicators related to environmental, gender, and socio-economic results specific indicators were included for monitoring within the project results framework such as to monitor the improved environmental condition and management of the targeted areas through the METT scores or indicators reflecting the amount of areas being restored. Indicators related to gender were also included through gender disaggregated data. As for socioeconomic data monitoring, indicators related to food insecurity and income generation have also been monitored through socioeconomic surveys conducted at community level for baseline, at mid-term of project implementation and at the end of the project.

As for the M&E plan, it is detailed in a specific section of the ProDoc including procedures to follow in accordance with CI-GEF procedures. The M&E components and activities are clearly detailed as well as the reporting frequency, responsible parties and indicative budget from GEF are described for each project activities. Moreover, a thorough and particularly well detailed M&E system, including guidelines for implementation has also been developed in December 2019. It includes the project intervention logic, the project objectives in the logical framework, the M&E objectives and steps. It also details the M&E activities and reporting including for financial monitoring and reporting as well as guidelines on data collection and management. Finally, the annexes comprise guidelines for the implementation of ESS plans and related monitoring activities.

ii. M&E implementation

While M&E reporting at the project management level was done in a timely manner with clear and detailed reports, the implementation of M&E at the executing partner level encountered challenges. The M&E requirements and system set by CI were notably stringent, and initially, the partners lacked the necessary technical capacities and time to deliver the required quality at the beginning of project implementation. However, improvements were observed over the course of the project implementation thanks to additional support and trainings from the PMU.

On one hand, at project management level, PIRs have been developed in a timely manner. Their quality is satisfactory with clear details for each project and ESS indicators. They also include information on risks monitoring, project implementation experiences, knowledge management and lessons learned which provided good quality information for project monitoring and to inform for adaptive measures to be undertaken.

On the other hand, the implementation of the M&E system posed challenges for project executing partners, particularly in meeting report quality requirements and deadlines. Interviews revealed that the executing partners struggled due to a lack of familiarity with the necessary level of detail and rigor required for data collection and reporting in project implementation. Technical capacities for monitoring certain indicators also presented challenges for the executing agencies. In addition, while the M&E budget was deemed sufficient, the designated M&E personnel in each PA faced time constraints due to additional responsibilities, hindering their ability to effectively follow up and report on project indicators.

In regards to M&E activities by project management, the PMU ensured follow up over a monthly (and sometimes every two months) period but which did not prove to be a sufficient measure. The PMU therefore organized additional trainings on monitoring and evaluation tools, finance management, Accountability and Grievance Mechanism for executing partners, in 2020 to improve the quality of data and reporting. Supervision missions also took place and were also used to provide support on monitoring and planning tools. The COVID-19 pandemic also complicated monitoring by PMU to some extent as on-the-ground supervision by project management became

impractical for several months. Instead, The PMU had to rely on second-hand information for monitoring purposes and internally approval of the draft M&E plan instead of having it approved by all stakeholders.

Nevertheless, overall, executing partners reported that they were satisfied with the support provided by the PMU and that communication channels were effective to improve the implementation of the M&E system. Further, the rigor and details required by the PMU from the executing partners contributed to enhance their capacity in M&E tasks which they can now use with other PTFs.

3.3.6. Adaptive management

- i. Responsiveness and adaptive management capacities of implementing and executing agencies to recommendations made through the review processes (PIR and MTR)

In general, the PMU effectively responded to the challenges encountered during project implementation. However, these challenges underscored an overestimation of the executing partners' capacities to independently carry out project and monitoring activities. This miscalculation necessitated unforeseen additional support from the PMU, which thus revealed challenging as the PMU had limited available resources to address these unforeseen needs.

First of all, one of the main challenges reported on in PIRs and in the MTR was related to the limited adequacy in the implementation of ESS. Indeed, the GMP and AGM specifically were not implemented in a satisfactory manner during the first half of project implementation. To address this, an action plan for sustaining the AGM was developed by a consultant and included specific actions to be undertaken and project management stakeholders responsibilities in its implementation. Measures at PA levels comprised : an awareness campaign on the AGM mechanism at the beginning of each PA management meeting; that the verbal complaints raised during each meeting would be noted in minutes ; that in addition to the complaint books already in place, the AGM datasheet would be available more locally to facilitate the accessibility of the beneficiaries to the complaint's mechanism; and that new series of AGM posters were displayed in targeted areas. As for the adaptive measures to implement the GMP, the PMU worked more closely with PA managers to include more women in project activities which proved somewhat more effective but still not to the level expected in the project design.

Further, as detailed here above, M&E implementation proved to be challenging for executing partners. In light of this, adaptive measures were taken by the PMU to ensure a closer follow up and provide additional trainings to executing partners in order to further develop their capacities in M&E and enhance the quality of data collection and M&E reporting.

Budget disbursement also occasionally experienced some delays, affecting the timely receipt of funds by PA management. These delays were primarily attributed to challenges faced by executing partners in accurately following financial project procedures, as well as the extended process required to making budget adjustments in PAs' annual workplans. The PMU responded to this issue by providing closer support to PA management, ensuring correct adherence to procedures and providing additional support in activity planning. Another adaptive measure implemented in Antrema, was that through an agreement between the PMU and PA management the latter could

disburse upfront to ensure the timely implementation of activities when fund releases were delayed.

Finally, the COVID-19 pandemic led to the postponement of project activities on the ground, rendering supervision missions and live meetings impossible. In response, the PMU undertook various measures, including providing online trainings to executing agencies and adapting communication formats (in-person, phone calls, Teams meetings) to align with evolving COVID-19 policies. For example, in the absence of field missions due to COVID-19 restrictions, the Livelihood Manager collaborated with partners to monitor on-site activities through phone calls. Moreover, beyond its initial responsibilities, the PMU also effectively assumed some of CI-GEF's supervision role in the meantime.

3.3.7. Knowledge Management

i. Evidence of knowledge management strategy implemented and products developed

According to the ProDoc, the aim of the knowledge management strategy was to contribute to the national knowledge on protected area management. In order to reach that goal, the project document articulated this strategy into what the Evaluation Team views as two strands (1) a knowledge dissemination strategy and (2) a knowledge gain strategy. With respect to (1), the plan was to have the DAPRNE organise meetings with PA managers to allow for opportunities to share project experiences, three lessons-learned briefs and a project website were to be developed. Further, the strategy called for the project executing agencies to participate in relevant meetings and conferences within Madagascar to share project results and experiences. The ProDoc counted on the involvement of DSAP, now DAPRNE, to share lessons learnt and best practices throughout the whole PA network and on CI, Asity and MNP's commitment to spreading best practices. As for (2), the project aimed to propose activities to build the technical knowledge of PA stakeholders. Activities were designed to improve stakeholders' knowledge of essential PA legislation and governance as well as to improve and standardise threats and species monitoring by PA management staff. The knowledge gain strand of the overall knowledge management strategy also sought to improve the use of the METT tool to measure PA management effectiveness.

All expected knowledge management products were completed. Regarding the knowledge dissemination strategy, three lessons-learned briefs that could be of interest to the wider PA communities were developed and finalised in 2023 related to 1. Mainstreaming PAs within the SRAT and SAC planning processes; 2. Regional level coordination and cooperation between PAs; and 3. Implementation of livelihood activities and increasing local value for products. The project website (<https://www.projetboeny-gef6.mg/>) was created in 2022, yet the updating was fragmentary as of November 2023. It gathers key information regarding the project as well as PIRs and Quarterly Reports from year 2020 through 2022. 2023 reports were not yet available on the project website at the time this Terminal Evaluation was conducted. The website also includes the targeted PAs' PAGs and IGA posters. Under the section knowledge management only Asity's results and successes in CMK in 2020-2021 have been updated, the best practices and innovations tabs were empty. The project's website had not yet fulfilled its role as a platform to share and update data for learning and knowledge management available and accessible to users. DAPRNE meetings were not held to share PA staff experience. However, the project contributed to the creation of the regional platform for PA (PFGAB) managers to discuss best practices and share their experiences. As for executing partners' participation to conferences/meetings, project

staff attended the International Mangrove Day in July 2021 held in Bambetoka-Belemboka and introduced project's activities and realisations. In June 2022, PA managers from Antrema, CMK and Bombetoka-Belemboka organised exhibitions at the celebration of the local World Environment Day. With respect to the knowledge gain strategy, despite initial delays due to COVID-19 travel restrictions and issues regarding bank accounts, stakeholders' trainings were eventually conducted online *via* Teams. In 2022, the DAPRNE conducted one workshop on PA legislation as well as one on management tools to standardise the monitoring of species and threats using SMART monitoring tools previously piloted in Madagascar. PA managers' feedback on the workshops was positive. Then in 2023, two MIRADI (a management planning tool) trainings were organised for PA managers and DAPRNE agents. In addition to the outputs mentioned in the ProDoc, this GEF-6 project also resulted in lessons-learned for ESMF in each PIR, additional charcoal, honey and raffia value chain studies to enable implementation partners to better target actions and enhance the value of commodity chains as sustainable livelihood opportunities, a manual of project procedures and reports of supervision missions and steering committee meetings.

3.4. Sustainability

Project dimension	TE Rating	Justification
Sustainability	Likely (L)	Financial sustainability of project results regarding conservation activities is expected to persist in the future through the increased interests generated by the FAPBM's endowment fund and continuous fundraising efforts. Enhanced stakeholder awareness and engagement also contributes to the sustainability of project results while increasing settlement and environmental pressures remain limiting factors to the sustainability of project results.

3.4.1. Factors affecting the sustainability of project benefits

The sustainability of project results is influenced by financial, institutional, socioeconomic, and environmental factors. The sustainability of project results has partly been secured through additional funding for the five PAs in the Boeny Region thanks to the increased capitalization of the FAPBM endowment fund. Sustainability is further supported by the increased awareness and engagement of institutional stakeholders and communities, along with enhanced capacity development. However, persistent socioeconomic and environmental pressures remain a threat to ensuring the full sustainability of project results even if the project strategy partly contributed to address them.

Financial Factors

With positive outcomes from the USD 4.5 million grant to FAPBM and additional fundraising efforts, the financial sustainability of the five protected areas is expected to persist in the near future. Indeed, the capitalization of the FAPBM endowment fund through CI-GEF funding contributed to enhance financial sustainability for the conservation of PAs in Madagascar and

especially in the Boeny Region. The fact that the FAPBM fund's interests of USD 384,950 in 2023 presents an important long-term enabler for the management of the 5 PAs. The project insured increased support for the five PAs in the Boeny region to support an increased part of the daily-operational activities. In the long term, FAPBM's effective work, coupled with additional capitalization of its endowment fund should continue fill to PAs' financial needs to implement their PAG as planned. At the same time, the FAPBM's continuous efforts to attract fundings for the endowment fund but also for additional project opportunities are already showing positive results for sustainability such as with the additional funding provided by the KfW. Interviews with the FABM also revealed that there are on-going discussions with other PTFs to continue support the targeted PAs' activities under project funds, although no agreement has yet been signed.

Nevertheless, it is worth noting that despite FAPBM's successful investment strategy, the challenge remains in securing long-term financing for effective PA management. **The limited source of fundings, apart from the endowment fund's interests, poses a risk to a certain extent** as it relies on financial market fluctuations, and is not fully controllable even with FAPBM's effective approach. Moreover, the five PAs' limited financial sources make them heavily relying on one mechanism for their daily operational activities which represents a risk to some extent.

Institutional Factors

Through its landscape approach, supporting the implementation of the SRAT and SACs, and integrating the 5 PAs conservation objectives in an integrated manner, **the project established an effective approach for increased biodiversity management and integrated land-use management in the long term**. Moreover, the development of institutional capacities of the project stakeholders is an important factor contributing to the sustainability of project results. The project implementation strategy largely relied on national and regional stakeholders for activity implementation, fostering enhanced technical and financial management capacities within the MEDD and related Directorates, as well as ensuring their involvement and sovereign role through their activities. Additionally, through the enhanced coordination and collaboration among project stakeholders, the development of the PFGAP Boeny, the platform between PA managers, is an important factor contributing to increased exchange and knowledge sharing among PAs for better management.

Nevertheless, despite institutional improvements, political instability and governmental partners' financial and technical capacities to enforce land-use planning after project end will remain limited as these activities mostly relied on the project's fund to be implemented. In addition, challenges faced regarding reporting and financial transparency reveals that institutional capacities and governance are still limited to ensure the continuity of all activities initiated under this GEF-6 project. Finally, even if additional financial support increased conservation measures and control thanks to the project, the increased long-term financing was positive it does not ensure sustainable support from governmental institutions in applying their regalian role in the long-term.

Socioeconomic Factors

The project strategically emphasized on community participation in project activities and conservation actions from the project design phase. Local stakeholder consultations and socioeconomic surveys laid a solid foundation for increasing conservation awareness, engagement, and developing suitable alternative economic activities.

Nevertheless, **despite the project's contribution to fulfilling part of the basic needs of local communities, challenges persist**. Indeed, although project activities substantially reduced food

insecurity for many targeted households, the socioeconomic situation around PAs in Madagascar and in the Boeny remains precarious and households still face challenges in addressing their basic needs during certain periods of the year. Therefore, even if the project contributed to create enhanced community awareness and ownership, which are lasting results, there is still a risk that people would turn to illegal activities to fill the necessary revenue gap in some period of the year. It is, however, important to highlight that additional funding from the FAPBM and other potential TFPs should contribute to reduce this future risk.

Furthermore, **the sustainability of IGAs supported by the project is still facing bottlenecks and threats**, such as fire being a significant concern, particularly for activities like tree planting and beekeeping. Moreover, while the value chain approach was important to develop sustainable market opportunities for some of the targeted IGAs, the sustainability of other value chains is not ensured. Therefore, if the IGAs initiated should provide limited income and potential difficulties in the mid-term which may cause additional challenges to maintain them, some IGAs may be discontinued, for example if the equipment provided by the project is not well maintained or needs replacement and that the revenue generated is not sufficient to do so the IGA won't be maintained.

Moreover, the rising number of migrants – as an increased number of people in general – settling around PAs poses an increasing challenge for conservation if not addressed and well managed. Even if there were successful results of IGAs among migrant communities, there is a potential adverse effect as the project's support in potentially attracting additional groups seeking to benefit from project support for better livelihoods, contributing to enhanced well-being and security which could result in increasing pressure on local ecosystems in the end.

Environmental Factors

The project promotes environmental sustainability by fostering an integrated landscape approach that boosts ecosystem connectivity through the 5 PAs targeted. Restoration activities as well as sustainable alternative economic activities supported by the project are important factors to reduce ecosystem and biodiversity degradation in and around the 5 PAs.

Nevertheless, the conservation of biodiversity could be hampered as these PAs are still facing increasing pressures and threats, especially anthropic ones. Uncontrolled fires remain a major threat especially for Ankarafantsika and Antrema, which are also posing a threat to sustainable IGAs and restoration activities such as replanting. Moreover, climate change and its related impacts, enhanced by unsustainable practices, leads for example to accelerating desertification which is an important threat to conservation objectives in the future as well as to some economic activities promoted by the project, which remain highly exposed and sensitive to climate change. Thus, climate change remains a significant risk to increased income.

3.5. Impact

3.5.1. Progress towards impact

i. Project contribution to financial sustainability of the PA system in Madagascar

Through the additional capitalization of the FAPBM endowment fund with the USD 4.5 million, the CI-GEF project has contributed to an increased funding for operational activities of the five targeted PAs. Indeed, since 2023, the 5 PAs have experienced an increased funding. The FAPBM committed to make available at least USD 137,000 from the GEF fund transfer to the PAs. For the period 2023-2025, with the endowment received from the GEF-6 and the KfW, the total funding provided for the five PAs should be of USD 433,820, leading to a 15% reduction in the financial gap for the five targeted PAs,

The CI-GEF financial strategy, marked by the capitalization of the FAPBM endowment fund, stands out as an innovative international development approach. This strategy not only ensures the continuation of activities initiated under the Boeny Landscape project but also guarantees increased long-term funding for the five Boeny PAs targeted, addressing gaps in daily-operational funding as outlined in their PAG. This achievement is crucial for sustaining effective management and operational activities across the five targeted PAs. While the available amount may not fully meet the PAs' financial needs for complete implementation of planned activities, it already provides greater stability and continuity for conservation efforts.

Furthermore, FAPBM's ongoing efforts to secure additional funding, coupled with database development, contribute significantly to enhancing FAPBM's potential synergies and partnerships for future funding endeavours.

ii. Extent to which the project has contributed to reducing pressure and loss of key habitats and biodiversity, and increasing connectivity?

On the one hand, by providing the five targeted PAs with additional revenue, through the capitalization of the FAPBM endowment fund, **the project has contributed to increase available resources for the improved management and conservation of key habitats and biodiversity in 588,494 ha** of the Boeny Region. Indeed, it enables PAs to have **increase revenue for daily operational activities** such as patrolling and monitoring. Interviews revealed that as a result, environmental offenses have dropped. For example, in Antrema, the direct project support as well as through the additional FAPBM funds available, the PA management could improve and further develop their bushfire strategy such as firebreaks, engagement of local stakeholders in fighting fire and the use of adequate equipment to do so. Moreover, patrolling activities will be able to continue through the additional FAPBM funding. However, interviews indicate that for some of the PAs, despite the increased sustainable resources for PA management, without project support resources it remains insufficient to effectively conduct PAs' planned activities. For instance, in Bombetoka, it is reported that patrols are currently limited to the core zone of the PA, leaving the periphery vulnerable to illegal activities and serving as entry points for trespassers.

On the other hand, it was reported that by strengthening the support to PA management and to a functional judiciary system, the project has contributed to concretely convict cases as per the environmental law in Madagascar. By ensuring follow-up of cases, it has also contributed to decrease infractions as offenders would be prosecuted.

Moreover, the project has not only contributed to increased financial resources, but has also to **enhanced technical and management capacities** through trainings. By CI's rigour and requirements in terms of technical and especially financial monitoring and reporting the project has provided PA management with **improved capacity to acquire other fundings** particularly by improving monitoring and reporting on project activities as required by other TFPs. It is also worth noting that the platform among PA managers is also an important result which enables them to better communicate and share experience and knowledge which is also important when trying to acquire new funding as it shows more coherence and unity at regional level.

Moreover, through supporting sustainable IGAs and restoration activities, such as reforestation, the GEF project has also contributed towards **increased ecological connectivity**, although it is still too early to be really able to attest the impact of those specific activities in restoring corridors between PAs.

Further, by raising awareness, encouraging greater involvement from local communities, and enhancing their understanding and capacity for a more sustainable use of natural resources, the CI-GEF project also contributed to behaviour change. And according to interviews and field observations, **some changes in the behaviour of local communities** were apparent. Instances of self-initiated reforestation activities were noted, and communities discourse about the environment is starting to reflect a growing awareness of their reliance on these natural resources for their livelihoods and therefore the need to use these ecosystem services in a sustainable way.

The **engagement of local stakeholders** in conservation and socio-economic development initiatives has enhanced the engagement of communities, notably observed in migrant communities like those in CMK and Antrema. Additionally, targeting migrant communities as recipients of IGA activities has played a role in mitigating threats and pressures on PAs. This is crucial, as vulnerable groups facing precarious circumstances often heavily depend on natural resources for their livelihoods. **Addressing their economic needs helps reduce the likelihood of resorting to illegal activities to fulfil basic needs.**

iii. Project contribution to reducing food insecurity

Through supporting IGAs the project contributed to drop food insecurity from 72% to 51.4% households and with a median number of months of insecurity dropped from 4 to 2 months. Apart from exceeding project objectives, these results carry significant implications for the local communities surrounding PAs as a greater number of households have experienced improved fulfilment of their essential needs. The project's livelihood strategy not only contributed to heightened food security by enabling the development of sustainable IGAs but also directly increased food availability and consumption within households, particularly in areas such as vegetable gardening and farming. Moreover, it provided households with the opportunity to retain a portion of the production for personal use while selling the surplus for income, which could later be used to purchase food.

iv. Project contribution to develop sustainable IGAs

The project has made substantial contributions to sustainable IGA development by fostering increased incomes, promoting market access, and enhancing community well-being across various sectors. While some shortcomings were noted, it can be concluded that overall the impact was noticeably positive for communities living in and around PAs.

The project facilitated the replication and scaling up of economically viable initiatives in the PA areas, leading to a notable improvement in the incomes of beneficiary households. By supporting

19 IGAs and 7 value chains and market development opportunities, it contributed to increased production, selling, and market access. Indeed, beneficiary households have seen their income increasing in average by 28% which is substantial. Despite some IGAs facing challenges, the overall impact on community livelihoods was positive.

The project also was the opportunity for beneficiaries to acquire new skills through the trainings provided as well as new equipment, such as freezers for fishermen in Antrema allowing for better negotiations and improved sales strategies on the market. Indeed, this type of equipment allows beneficiaries to store their products for a longer duration, enabling them to sell at better prices in the market. Vegetable gardening also became a viable additional IGA, addressing livelihood gaps. Nevertheless, several interviewees from the socioeconomic survey and from the TE data collection process regretted that the project did not provide beneficiaries with enough equipment to be able to transform what they could really produce.

Finally, the project's focus on migrant communities proved successful in addressing challenges faced by these groups, reducing their engagement in illegal activities. Integrating migrant communities into conservation efforts and providing them with IGAs offered alternative livelihoods, addressing their basic needs for food security and income generation.

4. CONCLUSIONS

Relevance

The ProDoc clearly and specifically identifies the problems and root causes to be addressed by the different project components.

The project's rationale was consistent with GEF-6 biodiversity focal area strategy, objectives – in particular Objectives 1 and 4 – and programmes – specifically Programmes 1 and 9. It was also aligned with CI and CI Madagascar's strategy. Nevertheless, although CI Madagascar focuses on the sustainable management of PAs, its geographical priorities for 2018-2022 did not include the Boeny region.

The GEF-6 Boeny Landscape project was also highly consistent with national plans, strategies and priorities for biodiversity conservation. At the local level, consistency with local stakeholders' needs and priorities was ensured by holding several consultations and building on existing land-use planning documents to determine project activities.

The project intervention model is well integrated as it builds on a landscape approach comprising environmental and socio-economic aspects equitably to address conservation needs and challenges in the Boeny Region, while ensuring long-term results through behaviour change and financial sustainability.

The project complemented other projects/initiatives that were (i) implemented and identified during the project design phase; (ii) both completed and on-going but not identified in the ProDoc. However, the GEF-6 Boeny Landscape project seemingly did not coordinate with other relevant GEF projects despite having been identified during the project design phase.

Effectiveness

In total, 92% of the results framework indicators have been exceeded or achieved. 6 indicators were exceeded, 5 were achieved and 1 was partly achieved, which allows to conclude that the

achievement of project results at objective and outcome levels is highly satisfactory. The level of quality of outputs was satisfactory and realised through increased PA management effectiveness, increased revenue for PA management as well as increased food security and income generation for beneficiary households although, variations exist between different IGAs and PAs.

Regarding the achievement of GEF tracking tool and GEF core indicators, all 5 GEF Core indicators were exceeded or achieved, although the GEF Core Indicator 11 was exceeded in total amount of co-benefit beneficiaries, it did not achieve the amount of women targeted.

Some unexpected positive results emerged during the project implementation, notably the establishment of a regional platform among PA managers in the Boeny Region and one negative unintended result was reported.

Some external factors that hindered the achievement of expected project outputs and outcomes relate to the COVID-19 pandemic and associated travel restrictions; an overwhelming and early fire season; the Boeny Landscape project's dependence on the results of other projects and finally, the financial reporting and governance weaknesses of the DPRIDD and high turnover at the DIREDD.

Various factors enabled the completion, or timely implementation, of almost all project activities in 2023 Q4 despite high obstacles throughout project implementation. These factors include an extended project implementation period thanks to a NCE; a strong relationship established with the Malagasy Ministry of Environment; the project's strong adaptive capacity thanks to a highly experienced PMU; CI's previous history working with the FAPBM.

Efficiency

The budget disbursement planned for the initial year of project implementation (May 2019 – June 2020) was notably low, accounting for only 5.7% as there were a few months delay in the transfer of the GEF fund to the FAPBM endowment fund. Nevertheless after the NCE, the project had disbursed 92.3% of the total planned budget indicating a satisfactory total disbursement of the GEF-6 fund.

The GEF funding to the capitalization of the FAPBM endowment fund started generating interests in 2023 as planned. In total, the additional amount available for the five targeted PAs of the Boeny was equivalent to USD 137,000 as committed by the FAPBM to CI-GEF. Moreover, the USD 51.6 million from the KfW further contributed to the revenue generated from the GEF fund with an increase of USD 22.755 of the total interests generated in 2023 for the 5 PAs, reaching a total of USD 144,459 FY2023.

Regarding the materialization of the project co-financing, 95% of the planned co-financing agreements was materialized with a total of USD 7,609,697 instead of the USD 9,719,868 planned in the ProDoc.

While the financial system and reporting at CI level internally was reported as efficient, being used worldwide within the organisation, executing partners faced challenges in adhering to CI financial management and reporting requirements although with disparities among them regarding quality and timeliness of financial reports.

With respect to the performance of the implementing agency, CI-GEF mostly delivered on its mandate although COVID-19-related travel restriction hampered its supervision role. To

compensate, CI-GEF adapted providing additional support to the PMU, supporting the NCE and making itself highly accessible.

CI-Madagascar was the project's lead executing agency and hosted the PMU, which delivered on its mandate in a very satisfactory manner given the obstacles posed by the COVID-19 pandemic and adapted quickly. As for on-the-ground executing agencies, performances differ. The FAPBM carried on its duties smoothly but the performance of institutional partners was moderately satisfactory due to lack of internal capacities and turnover. Similarly, PA managers were weaker on administrative tasks yet largely delivered on the implementation of project activities despite their primary focus on conservation rather than development activities.

While the significant impact that COVID-19 had on project implementation could not have been anticipated during the project design phase, evidence show that the ProDoc anticipated for most of the foreseeable risks. However, the ProDoc missed one risk that probably could have been anticipated, namely that of the increasing presence of migrants in PA areas and the increasing pressure they put on biodiversity. The risks mitigation strategies put in place proved to be effective since by the end of project implementation the risk rating was low compared to high at the beginning of implementation and the project was able to mitigate all risks including COVID-19.

The quality of environmental and social safeguard plans is satisfactory, following CI-GEF's procedures for environmental and social management framework. The plans were clearly detailed and safeguards indicators were clearly specified and coherent even if for gender consideration monitoring mainly focused on disaggregated data.

Implementation of ESS varied between Moderately Satisfactory (MS) and Satisfactory (S) rating in the PIRs within the project timeframe as executing partners struggled with implementing the AGM in an adequate manner – despite adaptive measures put in place – and due to the underachievement of implementing gender considerations adequately, thus impacting targets. SEP implementation was nevertheless implemented in an effective way despite some challenges faced.

The M&E design outlined in the ProDoc was comprehensive and well-structured, aligning with CI-GEF procedures. The most of the results framework indicators are SMART even if some of them could have been better formulated. The M&E plan clearly defined roles and responsibilities as well as M&E components and activities, including reporting frequency, responsible parties, and indicative budget during project implementation.

As for M&E implementation, while M&E reporting at the project management level was done in a timely manner with clear and detailed reports, the implementation of M&E at the executing partner level encountered challenges. The M&E requirements and system set by CI were notably stringent, and initially, the partners lacked the necessary technical capacities and time to deliver the required quality at the beginning of project implementation. However, improvements were observed over the course of the project implementation thanks to additional support and trainings from the PMU.

In general, the PMU effectively responded to the challenges encountered during project implementation. However, these challenges underscored an overestimation of the executing partners' capacities to independently carry out project and monitoring activities. This miscalculation necessitated unforeseen additional support from the PMU, which thus revealed challenging as the PMU had limited available resources to address these unforeseen needs.

The knowledge management strategy planned to contribute to the national knowledge on protected area management via both knowledge acquisition and dissemination. All expected knowledge

management products were completed and include lessons-learnt briefs, the creation of a project website, the creation of a regional platform for PA managers, participation in local conferences/meetings and the provision of trainings for PA managers.

Sustainability

The sustainability of project results is influenced by financial, institutional, socioeconomic, and environmental factors. The sustainability of project results has partly been secured through additional funding for the five PAs in the Boeny Region thanks to the increased capitalization of the FAPBM endowment fund. Sustainability is further supported by the increased awareness and engagement of institutional stakeholders and communities, along with enhanced capacity development. However, persistent socioeconomic and environmental pressures remain a threat to ensuring the full sustainability of project results even if the project strategy partly contributed to address them.

Impact

The CI-GEF financial strategy, marked by the capitalization of the FAPBM endowment fund, stands out as an innovative international development approach. This strategy not only ensures the continuation of activities initiated under the Boeny Landscape project but also guarantees increased long-term funding for the five Boeny PAs targeted. The project has contributed to increase available resources for the improved management and conservation of key habitats and biodiversity in 588,494 ha, contributing to increase ecological connectivity in the Boeny. Through this support the project has enhanced technical and management capacities for daily operational activities but also to acquire other fundings in the future.

Moreover, the project strategy through stakeholder engagement, awareness raising and capacity development has triggered some changes in the behaviour of local communities.

In addition, addressing the needs of local and vulnerable communities helped reduce the likelihood of resorting to illegal activities to fulfil basic needs. Through supporting IGAs the project contributed to drop food insecurity.

Finally, the project has made substantial contributions to sustainable IGA development by fostering increased incomes, promoting market access, and enhancing community well-being across various sectors. While some shortcomings were noted, it can be concluded that overall the impact was noticeably positive for communities living in and around PAs.

5. LESSONS LEARNED

- Directing a portion of the project funding towards capitalizing a conservation endowment fund serves as a successful exit and sustainable strategy, ensuring the continued realization of certain project results. This approach not only aligns more closely with conservation objectives but also contributes to supporting the implementation of PAs' management plans. By doing so, it effectively addresses financial gaps and prevents disruptions in crucial conservation activities. Nonetheless, there is still some risk in limiting the diversification of funds provided to for conservation activities as it is dependent on the fluctuation of financial markets.
- Considering socioeconomic aspects in conservation management is indispensable to achieve conservation objectives, especially in areas where local communities and vulnerable groups such as migrants, are highly depending on natural resources to fulfil their basic needs. In this sense, a landscape approach such as the one promoted by the project is highly relevant. Moreover, integrating vulnerable groups into conservation actions and objectives can really contribute to conservation objectives and reduce pressures and threats.
- The project's success in supporting IGAs stresses the importance of complementarity and collaboration with other TFPs for enhanced success and impact of project activities. For example, building on previous interventions especially for IGAs are particularly effective and ensures better success towards acceptance of sustainable alternative socioeconomic models adapted to communities' needs. Nevertheless, it is not sufficient to scale-up and replicate on-going initiatives but it should go one step further through additional support throughout value-chains to ensure the sustainability of results.
- The PMU's institutional arrangements integrating governmental partners and the implementing agency for project management is an effective way to ensure effective project management without too much influence from political instability.
- When executing partners have limited capacities support from the implementing agency / PMU becomes crucial to guarantee the quality of reporting in accordance with the requirements of the funding agency.
- In order to tackle an increasing risk to project objectives, it is important to continuously monitor it during project implementation in the M&E system to make sure it is addressed adequately. For example, the increased pressure on ecosystems caused by migrant communities settlements around PAs, despite being partly addressed through project activities, was not monitored nor reported on in the M&E system, while being an evolving risk during project implementation. It is therefore difficult to evaluate if the measures/activities put in place are adequately tackling the risk.
- The complete adoption of the AGM in Madagascar will take time. This is an important consideration for future projects in Madagascar, as the absence of filed concerns or grievances may be attributed to either stakeholder satisfaction with the project or their ongoing adjustment and hesitancy in utilizing the AGM to report concerns or grievances.
- Developing gender-disaggregated indicators does not suffice to ensure the participation of women in project activities, especially in countries where tasks and responsibilities are culturally gender-based.

6. RECOMMENDATIONS

Recommendation 1 : In regards to the project design:

- Continue emphasizing the integration of socioeconomic aspects in conservation management, particularly in areas where local communities and vulnerable groups highly depend on natural resources. In this sense, continue adopting a landscape approach to ensure the interconnection between conservation and socioeconomic factors.
- Consider a more thorough capacity analysis of executing partners into the project design phase to guarantee sufficient resources at project management level to be able to follow up and to support capacity development when needed. Contemplate adjusting to some extent the CI M&E and reporting system when feasible, to adapt to formats already in place by the executing partners in order to reduce multiplication of formats and contribute to better efficiency and timeliness in the context of limited resources at hand on the executing partner's side.

Recommendation 2 : Regarding monitoring risks and plan adequate mitigation measures:

- Ensure to closely monitor increasing risks to PAs. In the case of the PAs targeted by the project, the increasing settlement of migrant communities around PAs should be closely monitored by PA managers to better anticipate and implement adequate solutions.
- PA managers should also closely monitor the potential adverse effect of successful IGAs on PA as it could generate increasing production activities in the area. It could also attract additional community groups looking for better livelihood conditions and therefore increase pressure on PAs and their ecosystem.

Recommendation 3 : Regarding sustainable fundings for PAs:

- While pursuing the strategy in supporting conservation trust funds, which ensures the continuity of daily conservation activities and contributes to improved PA management effectiveness. CI could explore the integration of complementary financial mechanism options from the project design phase to further support the sustainability of project results. Complementary financial mechanisms could include: payment for ecosystem services, resource use fees, among others. The appropriate financial mechanisms that complement each other should therefore be thoroughly examined with regard to the unique context and circumstances of the beneficiary PAs targeted by future projects.
- For PA managers to continue reducing the financial gap of PAs, consider complementary innovative financial mechanisms, such as ecotourism or REDD+ among others to provide additional financial support to their activities in the long-term.

Recommendation 4 : Regarding future support in IGAs project activities:

- Sustain the approach established in this project to support IGAs by scaling them up and replicating them, acknowledging their demonstrated success. Additionally, continue collaboration and coordination with other TFPs for effective complementary to reinforce the effectiveness of such initiatives.
- Further expand/develop support to value chains by thorough market analysis during project design and further develop the strategies to address potential bottlenecks to market development.

Recommendation 5 : PAs management should continue to closely monitor the potential adverse effects of successful IGAs as it could result in attracting additional groups seeking support to develop IGAs while increasing pressure on PAs.

Recommendation 6 : In future project ensure to integrate ESS activities directly into project activities for better follow up and more effective adaptive measures.

- For AGM specifically, it is advisable to recognize that achieving full use of the AGM in Madagascar will be a gradual process. Future projects in Madagascar should take into account that the absence of filed concerns or grievances may stem from stakeholder satisfaction with the project or their ongoing acclimatization to the AGM, indicating a lack of confidence in reporting concerns or grievances. Consequently, it is recommended that CI/GEF places heightened emphasis on closely monitoring awareness-raising activities related to the AGM especially for projects in Madagascar and/or countries with similar challenges.
- Integrating gender considerations in a more proactive way is essential to ensure the participation of women in project activities. Developing gender-disaggregated indicators is not sufficient but specific measures and activities sought from the project design phase should proactively contribute to further adopt a gender-mainstreaming approach, especially in countries with cultural gender-based roles and responsibilities.
- For stakeholder engagement, while continuing the engagement strategy promoted by CI, further explore the integration of local knowledge and know-how into socioeconomic support activities as communities knowledge on local context are often underestimated.

ANNEXES

Annex 1. Terminal Evaluation ToR

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Request for Proposals (RFP)

RFP No. GEF-015-Madagascar

Conservation International Foundation (hereinafter referred to as "CI") under Global Environmental Facility (GEF-Agency), is issuing a Request for Proposal (RFP) for **Terminal Evaluation (TE)** for the **GEF ID 9606, "Conservation and Sustainable Use of Biological Diversity in the Northwestern Landscape (Boeny region)"**

The successful offeror shall have the human resources to perform the evaluation at selected project sites in the Northwestern Landscape (Boeny Region) in Madagascar.

The award will be in the form of a Firm Fixed Price Contract (hereinafter referred to as "the contract"). The successful offeror(s) shall be required to adhere to the code of ethics, statement of work, and the terms and conditions of the contract. A Firm-Fixed-Price Contract provides for a price that is not subject to any adjustment on the basis of the contractor's cost experience in performing the contract.

Interested offerors should **express their interest** in submitting a proposal for the anticipated agreement by sending an email to cievaluationprocurement@conservation.org by **5:00 PM (EDT)(UTC-04:00) July 7, 2023**.

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with CI's Code of Ethics, Eligibility and Environmental and Social Responsibility.

Any violation of the Code of Ethics, as well as concerns regarding the integrity of the procurement process and documents should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com.

COVID 19 Guidelines

Service Provider shall adhere to all applicable international, national or local regulations and advisories governing travel, including safety, health and security measures in effect throughout the Period of Performance.

It is expected that CI and the Offeror will take into consideration and plan around the international, national or local regulations and advisories governing travel, including safety, health and security measures in effect in the countries that the consultant is expected to visit. Virtual consultations are possible and expected where in-person field work is not possible.

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Section 1. Proposal Instructions

1.1 Introduction

CI, the Contracting entity, is soliciting offers from firms to submit their full proposals to carry out Terminal Review of a GEF funded project. When submitting a proposal, please include the RFP number of the evaluation your firm is bidding on, the Budget Template, and your final Bid. **Please note that the firm chosen to carry out this Terminal Evaluation is automatically disqualified if it was involved in the design or implementation of this project.** This measure has been adopted to enhance the objectivity of the results of both evaluations.

In order to have a successful bid, the proposed staff must have previous experience with GEF evaluations. Not having GEF evaluation experience will impact the scoring evaluation section (in section 1.5). However, firms who have no GEF evaluation experience should provide a copy of a performance reference from their previous project evaluation.

General Background:

All full-sized and medium-sized Global Environment Facility (GEF) funded projects are required to complete a Terminal Evaluation (TE). This is designed to provide a comprehensive and systematic account of the performance of a completed project by assessing its design, implementation, and achievement of objectives. The evaluation is expected to: promote accountability and transparency; and facilitate synthesis of lessons. Also, the TE will provide feedback to allow the GEF Independent Evaluation Office (IEO) to identify recurring issues across the GEF portfolio; and, contribute to GEF IEO databases for aggregation and analysis.

This RFP does not obligate CI to execute a contract(s) nor does it commit CI to pay any costs incurred in the preparation or submission of the proposals. Furthermore, CI reserve the right to reject any and all offers, if such action is considered to be in the best interest of CI.

1.2 Proposals Deadline

Offerors shall submit their offers electronically at the following email address, cievaluationprocurement@conservation.org.

Offers must be received no later than **5:00 PM (EDT)(UTC-04:00) July 28, 2023**. Offerors are responsible for ensuring that their offers are received in accordance with the instructions stated herein. Late offers may not be considered.

1.3 Instruction for Offerors

All proposals must be submitted in one volume, consisting of:

- A. Technical proposal
- B. Cost proposal using the provided Budget Template

C. Offeror Representation of Transparency, Integrity, Environmental and Social Responsibility

A. Technical Proposal

The technical proposal shall be comprised of the following parts:

- **Part 1: Technical Approach, Methodology and Detailed Work Plan.** This part shall be between 3 and 5 pages long but may not exceed 5 pages.

The Technical Proposal should describe in detail how the Offeror intends to carry out the requirements described in Section 2, Scope of Work (SOW). The technical proposal should demonstrate a clear understanding of the work to be undertaken and the responsibilities of all parties involved. The Offeror should include details on personnel, equipment, and contractors who will be used to carry out the required services.

- **Part 2: Management, Key Personnel, and Staffing Plan.** This part shall be between 2 and 5 pages long, but may not exceed 5 pages. CVs may be included in an annex to the technical proposal and will not count against the page limit. Proposed staff must have previous experience with GEF evaluations. Due to COVID 19 concerns and to promote local staffing, firms that have an established presence in the country(ies) where the evaluation will take place will be given preference. This will be reflected under Section 2 of the Evaluation Criteria.

One of the key facets of the Evaluation Criteria is the Personnel Qualifications for carrying out the evaluation. In providing CI with the CVs for the key personnel, this provides a baseline for the evaluation. Therefore, changes in key personnel under the contract must be pre-approved by CI in writing, to ensure that the substitute personnel have the similar vigor in terms of qualifications.

If the Offeror issues a Subcontract, Subcontractors meet the technical profile required: language skills, GEF evaluation experience and ability to travel to the designated locations, and must be pre-approved by CI.

- **Part 3: Corporate Capabilities, Experience, Past Performance, and 3 client references.** This part shall be between 2 and 4 pages long, but may not exceed 4 pages. Please include descriptions of similar projects or assignments and at least three client references.

B. Cost Proposal

Offerors shall use the cost proposal template provided for this RFP (please use the excel file provided in the posting). The cost proposal is used to determine which proposals are the most advantageous and serves as a basis of negotiation for award of a contract. The cost proposal must be all-inclusive of profit and fees. Additional costs cannot be included after award, and revisions to proposed costs may not be made after submission unless expressly requested by CI should the offerors proposal be accepted.

Nevertheless, for the purpose of the proposal, **Offerors must price out the deliverables listed in Part III of Section 2 (Expected Outputs and Deliverables)** and provide at a minimum their hourly or daily rate, travel, and any other anticipated cost. Please refer to the Budget Template attached for details. CI reserves the right to request additional cost information if the evaluation committee has concerns of the reasonableness or completeness of an Offeror's cost proposal.

If selected, Offeror shall use its best efforts to minimize the financing of any taxes on goods and services, or the importation, manufacture, procurement or supply thereof. If Offeror is eligible to apply for refunds on taxes paid, Offeror shall do so. Any tax savings should be reflected in the total cost.

C. Offeror Representation of Transparency, Integrity, Environmental and Social Responsibility

This document must be signed by the Offerors or (Offerors representative) and submitted with the Offeror's proposal to CI and can be found in Section 5 to the RFP.

1.4 Chronological List of Proposal Events

Offerors must strictly follow the calendar of important dates in the solicitation process. The dates can be modified at the sole discretion of CI. Any changes will be published in an amendment to this RFP.

Event	Due By
RFP Originally Issued	June 21, 2023
Expression of Interest to Participate	July 7, 2023
RFP Reposted, if applicable	July 10, 2023
Questions Due (send to: cievaluationprocurement@conservation.org)	July 7, 2023
Answers to Questions distributed, if any	July 12, 2023
Proposal Due Date	July 28, 2023
Estimated Award-Interview	August 21, 2023

1.5 Evaluation and Basis for Award

Award(s) will be made to the offeror(s) whose proposal is determined to be responsive to this solicitation document, meets the technical capability requirements, and is determined to represent the most advantageous to CI. CI reserves the right to split the award(s) among the highest ranked offerors, if such action is considered to be in the best interest of CI.

	Evaluation Criteria	Total Possible Points
I	Technical Proposal (Part 1): Technical Approach, Methodology, and Detailed Work Plan	
1	Does the proposal clearly explain, understand and respond to the objectives of the project as stated in the Scope of Work?	10
2	Does the organization have an established presence in the country (directly or through a subcontractor) where the evaluation will take?	10
3	Does the proposed program approach and detailed activities and timeline fulfill the requirements of executing the Scope of Work effectively and efficiently?	15
4	Does the proposal demonstrate the Offeror's knowledge related to technical sectors required by the Scope of Work?	10
II	Technical Proposal (Part 2): Management, Key Personnel, and Staffing Plan	
5	Personnel Qualifications – Do the proposed team members have necessary experience and capabilities to carry out the Scope of Work?	15
6	Does the organization have extensive experience conducting GEF evaluations?	15
III	Technical Proposal (Part 3): Corporate Capabilities, Experience, Past Performance, and references	
7	Company Background and Experience – Does the company have experience relevant to the project Scope of Work?	10
IV	Cost Proposal: Cost Includes (Travel, Fee, Charges, any other expenses)	
8	Cost- Lowest Cost	15

Section 2. Scope of Work Terminal Evaluation

2.1 Terminal Review

The Global Environment Facility (GEF) requires Terminal Evaluations (TEs) for medium-sized and full-sized projects. TEs are conducted by independent consultants and are used as an adaptive management tool by GEF Agencies and as a portfolio monitoring tool by the GEF Secretariat. TEs are primarily assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of future programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments. **All reports that are submitted must be in English.**

I. Scope of Work:

1. Kick off meeting to introduce team, and provide project related documents for evaluations, based on the submitted proposal.
2. The evaluator will conduct a desk review of project documents (i.e. PIF, Project Document, plans related to the Environmental and Social Safeguards [including Gender and Stakeholder Engagement], Work plans, Budgets, Project Inception Report, Quarterly Reports, PIRs, documents with project results, the baseline Tracking Tool submitted to the GEF at the Chief Executive Officer (CEO) endorsement stage and the terminal GEF Focal Area Tracking Tools, policies and guidelines used by the Executing Agency, CI-GEF Evaluation Policy, GEF Evaluation Policy, Project Operational Guidelines, Manuals and Systems, etc.), and develop draft Key informant Questionnaire and draft terminal evaluation inception report to be reviewed by CI-GEF team. The report will contain the initial information on the following:
 - a. Initial subject of the review, and relevant context
 - b. Purpose of the evaluation: why is the evaluation being conducted at this time, who needs the information and why?
 - c. Objectives of the evaluation: What the evaluation aims to achieve (e.g. assessment of the results of the project, etc.)
 - d. Scope: What aspects of the project will be covered, and not covered, by the evaluation
 - e. Identification and description of the evaluation criteria (including relevance, effectiveness, results, efficiency, and sustainability)
 - f. Key evaluation questions
 - g. Methodology including approach for data collection and analysis, and stakeholder engagement
 - h. Rationale for selection of the methods, and selection of data sources (i.e. sites to be visited, stakeholders to be interviewed)
 - i. □ Proposal on the system for data management and maintenance of records
 - j. □ Intended products and reporting procedures

- k. Potential limitations of the evaluation
3. The evaluator will host a workshop (in person/virtual) with the Executing Agencies to clarify understanding of the objectives and methods of the Terminal Evaluation.
The conclusion of the workshop will be summarized in a Terminal Evaluation Workshop Report with the following information:
 - a. Final subject of the review, and relevant context
 - b. Purpose of the evaluation: why is the evaluation being conducted at this time, who needs the information and why?
 - c. Objectives of the evaluation: What the evaluation aims to achieve (e.g. assessment of the results of the project, etc.)
 - d. Scope: What aspects of the project will be covered, and not covered, by the evaluation
 - e. Identification and description of the evaluation criteria (including relevance, effectiveness, results, efficiency, and sustainability)
 - f. Key evaluation questions
 - g. Methodology including approach for data collection and analysis, and stakeholder engagement
 - h. Rationale for selection of the methods, and selection of data sources (i.e. sites to be visited, stakeholders to be interviewed)
 - i. ☐ Final system for data management and maintenance of records
 - j. ☐ Intended products and reporting procedures
 - k. Potential limitations of the evaluation
4. The evaluator will undertake the evaluation of the project, including any interviews and in-country site visits, based on the Guidelines for the Evaluator/s section II.
The evaluator will Present initial findings to the Executing Agency, CI's General Counsel's Office (GCO) and CI-GEF Agency at the end of TE mission.
5. Based on the document review and the in-country interviews/site visits, the evaluator will prepare a draft evaluation report following the outline in Annex 1. The report will be shared with the Executing Agencies and the CI-GEF Agency. Each party can provide a management response, documenting questions or comments on the draft evaluation report.
6. The evaluator will incorporate comments and will prepare the final evaluation report. The evaluator will submit a final evaluation report in word and PDF and will include a separate document highlighting where/how comments were incorporated.

. Guidelines for the Evaluator(s):

- Evaluators will be independent from project design, approval, implementation and execution. Evaluators will familiarize themselves with the GEF programs and strategies, and with relevant GEF policies such as those on project cycle, M&E, co-financing, fiduciary standards, gender, and environmental and social safeguards.

- Evaluators will take perspectives of all relevant stakeholders (including the GEF Operational Focal Point[s]) into account. They will gather information on project performance and results from multiple sources including the project M&E system, tracking tools, field visits, stakeholder interviews, project documents, and other independent sources, to facilitate triangulation. They will seek the necessary contextual information to assess the significance and relevance of observed performance and results.
- Evaluators will be impartial and will present a balanced account consistent with evidence.
- Evaluators will apply the rating scales provided in these guidelines in Annex 2.
- Evaluators will abide by the GEF Evaluation Office Ethical Guidelines.

III. Expected Outputs and Deliverables:

Number	Activity	Deliverable	Proposed Cost \$US
1	Introductory Call	Work plan for evaluation Summary of the introductory call to introduce team members and review evaluation timeline	Insert Cost US\$
2	Desk review of all relevant project documents	Draft Terminal Evaluation Inception Report and Key Informant Questionnaire	Insert Cost US\$
3	Host Evaluation Inception workshop with Executing Agencies (virtual/in person)	Final Terminal Evaluation Inception Workshop Report	Insert Cost US\$
4	Evaluation of the project via interviews and site visits	Terminal Evaluation Report (Draft)	Insert Cost US\$
5	Presentation of Initial Findings	-Presentation report -Draft Final Report (with comments from the stakeholder validation meeting addressed)	Insert Cost US\$
6	Revised report incorporating comments from CI, project team and other stakeholders	Final Terminal Evaluation Report (word and PDF), including document showing how comments/questions were incorporated and data sets	Insert Cost US\$

Annex 1: Outline for Draft and Terminal Evaluation Report

The draft and final evaluation reports should at the minimum contain the information below:

General Information

The Terminal Evaluation report will provide general information on the project and conduct of the Terminal Evaluation. This includes information such as:

- GEF Project ID
- Project name
- GEF financing
- Planned and materialized co-financing
- Key objectives
- GEF Agency
- Project countries
- Key dates
- Name of the Project Executing Agency(ies)

The Terminal Evaluation report will also provide information on when the evaluation took place, places visited, who was involved, the methodology, and the limitations of the evaluation. The report will also include, as annexes to the main report, the evaluation team's terms of reference, its composition and expertise.

Where feasible and appropriate, the Terminal Evaluation reports should include georeferenced maps and/or coordinates that demarcate the planned and actual area covered by the project. To facilitate tracking and verification, where feasible, the Terminal Evaluations should include georeferenced pictures of the sites where GEF supported interventions were undertaken.

Project Theory of Change

The Terminal Evaluation report will include a description of the project's theory of change including description of: the outputs, outcomes, intermediate states, and intended long-term environmental impacts of the project; the causal pathways for the long-term impacts; and, implicit and explicit assumptions. The project's objective(s) should also be included within the theory of change.

Some of the projects may already have an explicit theory of change. Where appropriate, after consultations with the project stakeholders, the evaluators may refine this theory of change. Where an explicit theory of change is not provided in the project documents, the evaluators should develop it based on information provided in the project documents and through consultations with the project stakeholders. The report should provide an explicit (or implicit) statement on project's theory of change - i.e. how through a causal chain project activities would lead to project outcomes and long term impact. It should describe how causal links among the outputs, outcomes and long term impacts are supposed to work. The report should also include the assumptions made in the project's theory of change.

Assessment of Project Results

The TE must assess achievement of project outputs and outcomes, and report on these. While assessing a project's results, evaluators will determine and rate the extent to which the project objectives – as stated in the documents submitted at the CEO Endorsement stage – have been achieved. The evaluator(s) should also indicate if there were any changes in project design and/or expected results after start of implementation. If the project did not establish a baseline (initial conditions), where feasible, the evaluator should estimate the baseline conditions so that results can be determined. Where applicable, the Terminal Evaluation report will include an assessment of the level of achievement of the GEF corporate results targets/core indicators to which the project contributes and will also incorporate data from the focal area tracking tool and/or core indicator worksheet.

Outputs

The evaluator should rate the extent to which the expected outputs were actually delivered. An identification and assessment of the factors that affected delivery of outputs should also be included.

Outcomes

The evaluator should rate the extent to which the expected outcomes were achieved and the extent to which its achievement was dependent on delivery of project outputs. They should also assess the factors that affected outcome achievement, e.g. project design, project's linkages with other activities, extent and materialization of co-financing, stakeholder involvement, etc. Where the project was developed within the framework of a program, the assessment should also report on the extent the project contributed to the program outcomes.

Criteria for Outcome Ratings

Outcome ratings will take into account the outcome achievements of the projects against its expected targets.

Project outcomes will be rated on three dimensions:

- a. Relevance: Were the project outcomes congruent with the GEF focal areas/operational program strategies, country priorities, and mandates of the Agencies? Was the project design appropriate for delivering the expected outcomes?
- b. Effectiveness: Were the project's actual outcomes commensurate with the expected outcomes?
- c. Efficiency: Was the project cost-effective? How does the project cost/time versus output/outcomes equation compare to that of similar projects?

Rating Scale for Outcomes: An overall outcome rating will be provided on a six-point scale (highly satisfactory to highly unsatisfactory) after taking into account outcome relevance, effectiveness, and efficiency (See Annex 2).

Sustainability

The assessment of sustainability will weigh risks to continuation of benefits from the project. The assessment should identify key risks and explain how these risks may affect continuation of benefits after the GEF project ends. The analysis should cover key risks, including financial, socio-political, institutional, and environmental risks. The overall sustainability of project outcomes will be rated on a four-point scale (Likely to Unlikely) based on an assessment of the likelihood and magnitude of the risks to sustainability. Higher levels of risks and magnitudes of effect, imply lower likelihood of sustainability. Annex 2 describes the rating scale for sustainability.

Progress to Impact

It is often too early to assess the long-term impacts of the project at the point of project completion. This said, some evidence on progress towards long-term impacts, and the extent to which the key assumptions of the project's theory of change hold, may be available and it may be feasible to assess and report on the progress. The evaluators should also assess the extent to which the progress towards long-term impact may be attributed to the project.

The evaluators should report the available qualitative and quantitative evidence on environmental stress reduction (e.g. GHG emission reduction, reduction of waste discharge, etc.) and environmental status change (e.g. change in population of endangered species, forest stock, water retention in degraded lands, etc.). When reporting such evidence, the evaluator should note the information source and clarify the scale/s at which the described environmental stress reduction is being achieved.

The evaluators should cover the project's contributions to changes in policy/ legal/regulatory frameworks. This would include observed changes in capacities (awareness, knowledge, skills, infrastructure, monitoring systems, etc.) and governance architecture, including access to and use of information (laws, administrative bodies, trust-building and conflict resolution processes, information-sharing systems, etc.). Contribution to change in socioeconomic status (income, health, well-being, etc.) should also be documented.

Where the environmental and social changes are being achieved at scales beyond the immediate area of intervention, the evaluators should provide an account of the processes such as sustaining, mainstreaming, replication, scaling up and market change, through which these changes have taken place. The evaluators should discuss whether there are arrangements in the project design to facilitate follow-up actions, and should document instances where the GEF promoted approaches, technologies, financing instruments, legal frameworks, information systems, etc., were adopted/implemented without direct support from, or involvement of, the project. Evidence on incidence of these processes should be discussed to assess progress towards impact.

When assessing contributions of GEF project to the observed change, the evaluators should also assess the contributions of other actors and factors. The evaluators should assess merits of rival explanations for the observed impact and give reasons for accepting or rejecting them. Where applicable, the evaluators are encouraged to identify and describe the barriers and other risks that may prevent further progress towards long-term impacts.

The evaluators should document the unintended impacts – both positive and negative impacts – of the project and assess the overall scope and implications of these impacts. Where these impacts are undesirable from environmental and socio-economic perspectives, the evaluation should suggest corrective actions.

Assessment of Monitoring & Evaluation Systems

The evaluators will include an assessment of the strengths and weaknesses of the project M&E plan and its implementation.

M&E Design. To assess the quality of the M&E plan, the evaluators will assess:

- a. Was the M&E plan at the point of CEO Endorsement practical and sufficient?
- b. Did it include baseline data?
- c. Did it: specify clear targets and appropriate (SMART) indicators to track environmental, gender, and socio-economic results; a proper methodological approach; specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection; and, budget adequate funds for M&E activities?

M&E Implementation. The evaluators should assess:

- a. Whether the M&E system operated as per the M&E plan?
- b. Where necessary, whether the M&E plan was revised in a timely manner?
- c. Was information on specified indicators and relevant GEF focal area tracking tools gathered in a systematic manner?
- d. Whether appropriate methodological approaches have been used to analyze data?
- e. Were resources for M&E sufficient? How was the information from the M&E system used during the project implementation?

Project M&E systems will be rated on the quality of M&E design and quality of M&E implementation using a six-point scale (Highly Satisfactory to Highly Unsatisfactory). Annex 2 provides more details on the scale.

Assessment of Implementation and Execution

The assessment of the implementation and execution of GEF projects will take into account the performance of the GEF Implementing Agencies and project Executing Agency(ies) (EAs) in discharging their expected roles and responsibilities. The performance of these agencies will be rated using a six-point scale (Highly Satisfactory to Highly Unsatisfactory). See Annex 2 for more information on the scale.

Quality of Implementation: Within the GEF partnership, GEF Implementing Agencies are involved in activities related to a project's identification, concept preparation, appraisal, preparation of detailed proposal, approval and start-up, oversight, supervision, completion, and evaluation. To assess performance of the GEF Agencies, the evaluators will assess the extent to which the agency delivered effectively on these counts, with focus on elements that were controllable from the given GEF Agency's perspective. The evaluator will assess how well risks were identified and managed by the GEF Agency.

Quality of Execution: Within the GEF partnership, the EAs are involved in the management and administration of the project's day-to-day activities under the overall oversight and supervision of the GEF Agencies. The EAs are responsible for the appropriate use of funds, and procurement and contracting of goods and services to the GEF Agency. To assess EA performance, the evaluators will assess the extent to which it effectively discharged its role and responsibilities.

Assessment of the Environmental and Social Safeguards

The evaluator will assess whether appropriate environmental and social safeguards were addressed in the project's design and implementation (See Annex 2 for more details on the rating scale). It is expected that a GEF project will not cause any harm to environment or to any stakeholder and, where applicable, it will take measures to prevent and/or mitigate adverse effects. The evaluator should assess the screening/ risk categorization of the project along with the implementation of the safeguard plans that were approved by the GEF Agency. There should be an analysis of the implementation of management measures, as outlined at CEO Endorsement/Approval, including findings on the effectiveness of management measures and lessons learned.

Gender: The evaluator will determine the extent to which the gender considerations were taken into account in designing and implementing the project. The evaluator should report whether a gender analysis was conducted, the extent to which the project was implemented in a manner that ensures gender equitable participation and benefits, and whether gender disaggregated data was gathered and reported on beneficiaries. In case the given GEF project disadvantages or may disadvantage women or men, then this should be documented and reported. The evaluator should also determine the extent to which relevant gender related concerns were tracked through project M&E, and if possible, addressing whether gender considerations contributed to the success of the project.

Stakeholder Engagement: The evaluator should, where applicable, review and assess the Stakeholder Engagement Plan and project specific aspects such as involvement of civil society, indigenous population, private sector, etc. The evaluator should also indicate the percentage of stakeholders who rate as satisfactory, the level at which their views and concerns are taken into account by the project.

Accountability and Grievance Mechanism: The evaluator should review and assess the project's Grievance Mechanism. The evaluator should analyze and assess whether project stakeholders were aware of the grievance mechanism and whether the mechanism was effective in addressing grievances.

The evaluator should also review and assess any other safeguard plans that were triggered.

GEF Additionality

The evaluator should also assess GEF additionality, defined as the additional outcome (both environmental and otherwise) that can be directly associated with the GEF supported project or program.

GEF's Additionality	Description	Additionality Question
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Specific Environmental Additionality	The GEF provides a wide range of value added interventions/services to achieve the Global Environmental Benefits (e.g. CO2 reduction, Reduction/avoidance of emission of POPs).	Has the project generated the Global Environmental Benefits that would not have happened without GEF's intervention?
Legal/Regulatory Additionality	The GEF helps stakeholders transformational change to environment sustainable legal /regulatory forms.	Has the project led to legal or regulatory reforms that would not have occurred in the absence of the project?
Institutional Additionality/Governance additionality	The GEF provides a support the existing institution to transform into efficient/sustainable environment manner.	Have institutions been strengthened to provide a supportive environment for achievement and measurement of environmental impact as a result of the project?
Financial Additionality	The GEF provides an incremental cost which is associated with transforming a project with national/local benefits into one with global environmental benefits	Has the involvement of the GEF led to greater flows of financing than would otherwise have been the case from private or public sector sources?
Socio-Economic Additionality	The GEF helps society improve their livelihood and social benefits thorough GEF activities.	Can improvements in living standard among population groups affected by environmental conditions be attributed to the GEF contribution?
Innovation Additionality	The GEF provides efficient/sustainable technology and knowledge to overcome the existing social norm/barrier/practice for making a bankable project	Has the GEF involvement led to a fast adoption of new technologies, or the demonstration of technologies that had not previously demonstrated their market viability?

Other Assessments

The Terminal Evaluations should assess the following topics, for which ratings are not required:

- Need for follow-up: Where applicable, the evaluators will indicate if there is any need to follow up on the evaluation findings, e.g. instances financial mismanagement, unintended negative impacts or risks, etc.
- Materialization of co-financing: the evaluators will provide information on the extent to which expected co-financing materialized, whether co-financing is cash or in-kind,

whether it is in form of grant or loan or equity, whether co-financing was administered by the project management or by some other organization, how shortfall in co-financing or materialization of greater than expected co-financing affected project results, etc.

- c. Knowledge Management: the evaluators should provide an assessment of whether the Knowledge Management Plan as included in the Project Document was implemented. If possible, the evaluators should also include the list of knowledge products developed throughout project implementation, including internet references if available.
- d. Lessons and Recommendations: Evaluators should provide a few well-formulated lessons that are based on the project experience and applicable to the type of project at hand, to the GEF's overall portfolio, and/or to GEF systems and processes. Wherever possible, Terminal Evaluation reports should include examples of good practices in project design and implementation that have led to effective stakeholder engagement, successful broader adoption of GEF initiatives by stakeholders, and large-scale environmental impacts. The evaluators should describe aspects of the project performance that worked well along with reasons for it. They should discuss where these good practices may or may not be replicated. Recommendations should be well formulated and targeted. The recommendations should discuss the need for action, the recommended action along with its likely consequences vis-à-vis status quo and other courses of action, the specific actor/actors that need to take the action, and time frame for it.

Annex 2: Rating Scale

The main dimensions of project performance on which ratings are first provided in terminal evaluation are: outcomes, sustainability, quality of monitoring and evaluation, quality of implementation, and quality of execution. The CI-GEF Agency also includes ratings for environmental and social safeguards.

Outcome Ratings:

The overall ratings on the outcomes of the project will be based on performance on the following criteria:

- a. Relevance
- b. Effectiveness
- c. Efficiency

Project outcomes are rated based on the extent to which project objectives were achieved. A six-point rating scale is used to assess overall outcomes:

- Highly satisfactory (HS): Level of outcomes achieved clearly exceeds expectations and/or there were no short comings.
- Satisfactory (S): Level of outcomes achieved was as expected and/or there were no or minor short comings.
- Moderately Satisfactory (MS): Level of outcomes achieved more or less as expected and/or there were moderate short comings.
- Moderately Unsatisfactory (MU): Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings.
- Unsatisfactory (U): Level of outcomes achieved substantially lower than expected and/or there were major short comings.

- **Highly Unsatisfactory (HU):** Only a negligible level of outcomes achieved and/or there were severe short comings.
- **Unable to Assess (UA):** The available information does not allow an assessment of the level of outcome achievements.

The calculation of the overall outcomes rating of projects will consider all the three criteria, of which relevance and effectiveness are critical. The rating on relevance will determine whether the overall outcome rating will be in the unsatisfactory range (MU to HU = unsatisfactory range). If the relevance rating is in the unsatisfactory range, then the overall outcome will be in the unsatisfactory range as well. However, where the relevance rating is in the satisfactory range (HS to MS), the overall outcome rating could, depending on its effectiveness and efficiency rating, be either in the satisfactory range or in the unsatisfactory range.

The second constraint applied is that the overall outcome achievement rating may not be higher than the effectiveness rating. During project implementation, the results framework of some projects may have been modified. In cases where modifications in the project impact, outcomes and outputs have not scaled down their overall scope, the evaluator should assess outcome achievements based on the revised results framework. In instances where the scope of the project objectives and outcomes has been scaled down, the magnitude of and necessity for downscaling is taken into account and despite achievement of results as per the revised results framework, where appropriate, a lower outcome effectiveness rating may be given.

Sustainability Ratings:

The sustainability will be assessed taking into account the risks related to financial, sociopolitical, institutional, and environmental sustainability of project outcomes. The evaluator may also take other risks into account that may affect sustainability. The overall sustainability will be assessed using a four-point scale.

- **Likely (L):** There is little or no risk to sustainability.
- **Moderately Likely (ML):** There are moderate risks to sustainability.
- **Moderately Unlikely (MU):** There are significant risks to sustainability.
- **Unlikely (U):** There are severe risks to sustainability.
- **Unable to Assess (UA):** Unable to assess the expected incidence and magnitude of risks to sustainability.

Project M&E Ratings:

Quality of project M&E will be assessed in terms of:

- Design
- Implementation

Quality of M&E on these two dimensions will be assessed on a six-point scale:

- **Highly satisfactory (HS):** There were no short comings and quality of M&E design / implementation exceeded expectations.
- **Satisfactory (S):** There were no or minor short comings and quality of M&E design / implementation meets expectations.
- **Moderately Satisfactory (MS):** There were some short comings and quality of M&E design/implementation more or less meets expectations.

- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of M&E design/implementation somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of M&E design/implementation substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in M&E design/ implementation.
- Unable to Assess (UA): The available information does not allow an assessment of the quality of M&E design/implementation.

Implementation and Execution Rating:

Quality of implementation and of execution will be rated separately. Quality of implementation pertains to the role and responsibilities discharged by the GEF Agencies that have direct access to GEF resources. Quality of Execution pertains to the roles and responsibilities discharged by the country or regional counterparts that received GEF funds from the GEF Agencies and executed the funded activities on ground. The performance will be rated on a six-point scale.

- Highly satisfactory (HS): There were no short comings and quality of environmental and social safeguard plans design/implementation exceeded expectations.
- Satisfactory (S): There were no or minor short comings and quality of environmental and social safeguard plans design/execution met expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of environmental and social safeguard plans design/implementation more or less met expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of environmental and social safeguard plans design/implementation somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of environmental and social safeguard plans design/implementation substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in quality of environmental and social safeguard plans design/implementation
- Unable to Assess (UA): The available information does not allow an assessment of the quality of environmental and social safeguard plans design/implementation

Environmental and Social Safeguards:

The approved environmental and social safeguard plans will be rated according to the following scale.

- Highly satisfactory (HS): There were no short comings and quality of implementation / execution exceeded expectations.
- Satisfactory (S): There were no or minor short comings and quality of implementation / execution meets expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of implementation / execution more or less meets expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of implementation / execution somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of implementation / execution substantially lower than expected.

- Highly Unsatisfactory (HU): There were severe short comings in quality of implementation / execution.
- Unable to Assess (UA): The available information does not allow an assessment of the quality of implementation / execution.

Section 3. Brief Overview of Project Being Evaluated

Conservation and Sustainable Use of Biological Diversity in the Northwestern Landscape (Boeny region)	Fiscal Year: 2024 Location(s): Madagascar
RFP Number: GEF-015-Madagascar	
Awarding Agency: Type of Contract:	Global Environmental Facility (GEF-Agency) Firm Fixed Price
Planned Terminal Evaluation: August 30 th , 2023	
Total Estimated Cost/Amount	
Range Budget:	\$25,000.00 - \$30,000.00
Scope of Work/ Deliverables: Section 2.1 of RFP	
Link to Project Being Evaluated:	
https://www.thegef.org/projects-operations/projects/9606	

Section 4. CI's Service Agreement Template & Code of Ethics

Any resulting agreement will be subject to the terms and conditions of CI's Services Agreement. A model form of agreement can be provided upon request.

Section 5. Offeror Representation of Transparency, Integrity, Environmental and Social Responsibility

This form to be signed by the Offerors or (Offerors representative) and must be submitted with the proposal to CI. No revisions may be made.

Solicitation Number: GEF-015-Madagascar

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with CI's Code of Ethics.

CI's Code of Ethics provides guidance to CI employees, service providers, experts, interns, and volunteers in living CI's core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violations of the Code of Ethics should be reported to CI via its Ethics

Hotline at www.ci.ethicspoint.com.

CI relies on the personal integrity, good judgment and common sense of all third parties acting on behalf, or providing services to the organization, to deal with issues not expressly addressed by the Code or as noted below.

With respect to CI's Code of Ethics, we certify:

We understand and accept that CI, its contractual partners, grantees and other parties with whom we work are expected to commit to the highest standards of Transparency, Fairness, and Integrity in procurement.

With respect to social and environmental standards, we certify:

We are committed to high standards of ethics and integrity and compliance with all applicable laws across our operations, including prohibition of actions that facilitate trafficking in persons, child labor, forced labor, sexual abuse, exploitation or harassment. We respect internationally proclaimed human rights and take no action that contributes to the infringement of human rights. We protect those who are most vulnerable to infringements of their rights and the ecosystems that sustain them.

We fully respect and enforce the environmental and social standards recognized by the international community, including the fundamental conventions of International Labour Organization (ILO) and international conventions for the protection of the environment, in line with the laws and regulations applicable to the country where the contract is to be performed.

With respect to our eligibility and professional conduct, we certify:

We are not and none of our affiliates [members, employees, contractors, subcontractors, and consultants] are in a state of bankruptcy, liquidation, legal settlement, termination of activity, or guilty of grave professional misconduct as determined by a regulatory body responsible for licensing and/or regulating the offeror's business

We have not and will not engage in criminal or fraudulent acts. By a final judgment, we were not convicted in the last five years for offenses such as fraud or corruption, money laundering or professional misconduct.

We are/were not involved in writing or recommending the scope of work for this solicitation document.

We have not engaged in any collusion or price fixing with other offerors.

We have not made promises, offers, or grants, directly or indirectly to any CI employees involved in this procurement, or to any government official in relation to the contract to be performed, with the intention of unduly influencing a decision or receiving an improper advantage.

We have taken no action nor will we take any action to limit or restrict access of other companies, organizations or individuals to participate in the competitive bidding process launched by CI.

We have fulfilled our obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country where the contract is to be performed.

We have not provided, and will take all reasonable steps to ensure that we do not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitate, or participated in terrorist acts, and we are compliant with all applicable Counter-Terrorist Financing and Anti-Money Laundering laws (including USA Patriot Act and U.S. Executive Order 13224).

We certify that neither we nor our directors, officers, key employees or beneficial owners are included in any list of financial or economic sanctions, debarment or suspension adopted by the United States, United Nations, the European Union, the World Bank, or General Services Administration's List of Parties Excluded from Federal Procurement or Non-procurement programs in accordance with E.O.s 12549 and 12689, "Debarment and Suspension".

Name: _____

Signature: _____

Title: _____

Date: _____

Annex 2. Code of Ethics

APPENDIX 2: ETHICS STANDARDS

Conservation International's reputation derives from our commitment to our core values: Integrity, Respect, Courage, Optimism, and Passion and Teamwork. CI's Code of Ethics (the "Code") provides guidance to CI employees, service providers, experts, interns, and volunteers in living CI's core values, and outlines minimum standards for ethical conduct to which all parties must adhere.

Any violations of the Code of Ethics should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com.

CI relies on the personal integrity, good judgment and common sense of all third parties acting on behalf, or providing services to the organization, to deal with issues not expressly addressed by the Code or as noted below.

Integrity:

- Act in good faith, responsibly, with due care, competence and diligence and maintain the highest professional standards at all times.
- Comply with all contractual terms as well as all applicable laws, rules and regulations, domestic and international, in every country where Services are carried out.
- Provide true representation of all Services performed.
- Never engage in any of the following acts: falsification of business document or receipts, theft, embezzlement, diversion of funds, bribery, or fraud.

Transparency:

- Avoid conflicts of interest and not allow independent judgment to be compromised.
- Not accept gifts or favors from sub-contractors, suppliers or other 3rd parties that would negatively impact the provision of Services to CI.

Accountability:

- Disclose to CI, at the earliest opportunity, any information you have or become aware of, that may result in a real or perceived conflict of interest or impropriety.
- Implement activities, provide Services and manage staff and operations in a professionally sound manner, with knowledge and wisdom, and with a goal of a successful outcome per the terms of this Agreement.

Confidentiality:

- Not disclose confidential or sensitive information obtained during the course of your work with CI.
- Protect confidential relationships between CI and other 3rd parties.

Mutual Respect and Collaboration:

- Engage with indigenous peoples and local communities in which CI works in a positive and constructive manner that respects the culture, laws, and practices of those communities, with due regard for the right of free, prior and informed consent.

I hereby acknowledge receipt of CI's Code of Ethics and certify agreement and compliance therewith.

FOR SERVICE PROVIDER:

By:  _____

Title: Sylvain Lacoursiere CFO

Annex 3. Evaluation Matrix

Dimension	Evaluation questions	Indicators	Sources	Methods and key information sources
1. RELEVANCE: To what extent was the project strategy relevant to international, national and local stakeholders?				
1.1. Relevance of the project in relation with the problem it addresses	i. Did the Project Document clearly and specifically identify the problem to be addressed?	Level of clarity and specificity of the problem analysis in the Project Document, including identification of root causes	ProDoc, Inception Workshop Report, Stakeholder engagement Plan	Desk review
1.2. Consistency with GEF and CI priorities	i. Was the project consistent with GEF focal areas and operational program strategies?	Existence of a clear relationship between GEF priorities and project objectives/ components	ProDoc GEF and CI strategies and programme documents	Desk review
	ii. Was the project consistent with CI focal areas and operational strategies?	Existence of a clear relationship between CI priorities and project objectives/ components	CI-GEF	Interviews
1.3. Consistency with national and local stakeholder needs	i. Was the project consistent with the biodiversity conservation priorities at National level in Madagascar?	Existence of a clear relationship between relevant national policies and project objectives/ components	ProDoc, Inception Workshop Report, Stakeholder engagement Plan	Desk review Interviews
	ii. Was the project consistent with the biodiversity conservation priorities of the Boeny region?	Existence of a clear relationship between priorities of the regional and local government and stakeholders?	National and local plans and priorities MEDD, PMU, executing partners	Focus groups
	iii. Was the project consistent with the needs of local communities living around the PA?	Level of alignment between priorities of local communities and project objectives/ components	Regional and local government, PA management	

Dimension	Evaluation questions	Indicators	Sources	Methods and key information sources
			Local communities NGOs and	
1.4. Project design	i. Did the project intervention model offer the most effective way to address the identified problem?	Extent to which a clear and evidence-based relationship was established in project documents between the problem and project objectives/ components	ProDoc, PIRs CI, PMU, Executing partners	Desk Review Interviews
	ii. How clear and logically integrated were the project objectives, outcomes, outputs, and activities?	Level of alignment between project objective, outcomes, outputs, activities, and the corresponding indicators Level of quality of the results framework in the Project Document		
	iii. How feasible and realistic were the objectives given the time and budget available?	Level of feasibility of objectives, outcomes and outputs within the project's budget and timeframe		
	iv. Were the E&S Safeguards appropriately developed in the project design? Including gender considerations, stakeholder engagement, accountability and grievance mechanism	Existence of gender and human rights based approaches into the project design Existence and quality of the grievance mechanism in the project design Existence of a stakeholder engagement plan Participation of relevant stakeholders into the project design	ProDoc, E&S Safeguards, gender mainstreaming plan, AGM plans CI, PMU, executing partners	

Dimension	Evaluation questions	Indicators	Sources	Methods and key information sources
1.5. Coherence with other interventions	i. Is there coherence and complementarity by the project with other actors and initiatives implementing biodiversity conservation interventions in Madagascar and/or the Boeny region?	Other interventions in the sector described in the Project Document, and their possible linkages with the project Level of coherence and complementarity of the project with interventions of other donors	ProDoc, PIRs, MTR Documents from other relevant interventions CI, MEDD, PMU, executing partners	Desk Review Interviews
2. EFFECTIVENESS: Did the project achieve its targeted results and objectives?				
2.1. Outputs and outcomes	i. To what extent has the project made progress in achieving the goals set out in the results framework included in the project document?	Progress toward targets at the objective and outcome levels	ProDoc and planning documents PIRs, progress reports	Desk review Interviews Focus groups
	ii. What has been the quality of the outcomes and outputs delivered?	Level of quality of outcomes and outputs delivered	METT CI, PMU, executing partners	Direct observation
	iii. What has been the progress in achieving the targets set out in the GEF Tracking Tool and the GEF core indicators?	Level of achievement of the targets set out in the GEF Tracking Tool and the GEF core indicators	Local stakeholders Private sector	
	iv. Have there been any unintended results (positive or negative)?	Examples of unintended results	PIRs, MTR CI, PMU, executing partners Local stakeholders Private sector	Desk review Interviews Direct observation
2.2. Barriers and enabling factors	i. What external actors and factors have enabled or hindered the achievement of expected outputs and outcomes?	Type of barriers and enabling factors	PIRs, MTR Minutes of Steering Committee meetings	Desk review Interviews

Dimension	Evaluation questions	Indicators	Sources	Methods and key information sources
			CI, PMU, executing partners Local government, NGOs and communities Private sector	Focus groups
3. EFFICIENCY: To what extent was the project implemented efficiently and adapted to changing conditions when necessary?				
3.1. Financing and co-financing	i. Is there any difference between planned and actual expenditures? Why? ⁵	Level of discrepancy between planned and executed budget (total, by year and component)	ProDoc, progress reports, financial reports, budget execution analysis reports MTR CI, FAPBM, PMU, executing partners	Desk Review Interviews
	ii. To what extent did the capitalization of the FAPBM contribute to increased revenue of the PA?	Level of contribution of the FAPBM capitalization revenue to Boeny PAs		
	iii. Did the leveraging of funds (co-financing) occur as planned? How did this affect project progress?	Level of discrepancy between planned and leveraged co-financing (in kind and in cash)		
	iv. Were adequate accounting and financial systems in place for project management and the production of accurate and timely financial information?	Availability and quality of financial reports)		
3.2. Quality of implementation and execution	i. How efficient was the performance of the implementing entity (CI) (including implementation and supervision of project execution)?		Annual workplans, PIRs and other progress documents	Desk Review

⁵ This includes a detailed analysis of project disbursement.

Dimension	Evaluation questions	Indicators	Sources	Methods and key information sources
	ii. How efficient was the performance of the executing entities (including execution arrangements, work planning, procurement processes and project monitoring)?	<p>Level of performance of implementing and executing agencies based on PIRs ratings</p> <p>Level of appreciation by main stakeholders of the performance of implementing and executing agencies</p>	CI, PMU, executing partners	<p>Interviews</p> <p>Direct observation</p>
3.3. Risk Management	i. Were all relevant risks identified in the project document? How well have new risks been identified?	Extent to which the planning documents anticipated or reflected the risks faced by the project during implementation	<p>Risk analysis</p> <p>Minutes of Steering Committee meetings</p>	<p>Desk review</p> <p>Interviews</p>
	ii. What has been the quality of the risk mitigation strategies developed? Have they been sufficient?	<p>Quality of information systems in place to identify and analyze new risks</p> <p>Quality of risk mitigation strategies identified and implemented</p>	<p>MTR</p> <p>CI, PMU, executing partners</p>	
3.4. E&S safeguards	<p>i. Were the E&S Safeguards appropriately developed in the project design?</p> <p>Including gender considerations, stakeholder engagement, accountability and grievance mechanism</p>	<p>Existence of gender and human rights based approaches into the project design</p> <p>Existence and quality of the grievance mechanism in the project design</p> <p>Existence of a stakeholder engagement plan</p> <p>Participation of relevant stakeholders into the project design</p>	ProDoc, E&S Safeguards, gender mainstreaming plan, AGM plans	Desk review

Dimension	Evaluation questions	Indicators	Sources	Methods and key information sources
	ii. To what extent has the gender perspective been integrated into project implementation and monitoring?	Extent to which the project was implemented in a way that ensures gender equitable participation and benefits Extent to which gender disaggregated data was gathered and reported on beneficiaries	ProDoc, Safeguards Screening Form, Screening Results and Safeguards Analysis, gender mainstreaming plan, engagement plan, grievance mechanism, PIRs	Desk review Interviews Focus Groups Direct observation
	iii. To what extent have project stakeholders' involvement and engagement been integrated into project activities?	Level of stakeholder satisfaction regarding their involvement and engagement in the project	CI, PMU, executing partners Local government Local NGOs and communities	
	iv. Has the accountability and grievance mechanism plan, been effectively implemented?	Level of implementation of the AGM		
	v. Have additional safeguards been activated during project implementation? Are stakeholders aware of this mechanism and what is their opinion if it has been activated?	Evidence of additional safeguards activated		
3.5. M&E System (design and implementation)	i. Did the project document include a complete and methodologically sound monitoring and evaluation plan?	Methodological soundness of the M&E plan, including baseline data	ProDoc, M&E plan	Desk review
	ii. Were the indicators consistent with the project objectives, outcomes, outputs and activities? Were the indicators SMART (specific, measurable, achievable, relevant and time-bound)?	Defined SMART indicators including the tracking of environmental, gender, and socio-economic results		

Dimension	Evaluation questions	Indicators	Sources	Methods and key information sources
	iii. Did the M&E plan define the responsibilities, logistics and schedule of M&E activities?	M&E funding (planned and disbursed)		
	iv. To what extent has the M&E plan been implemented?	Timeliness and quality of monitoring reports	PIRs Monitoring reports	Desk review Interviews
	v. Have any adjustments been made to the plan in a timely manner?	Extent to which the M&E system provides the necessary information to report on progress, establishes clear protocols, involves key stakeholders and uses existing data systems	METT CI, PMU, executing partners	
	vi. Was information on specified indicators and relevant GEF focal area tracking tools gathered in a systematic manner?	Evidence of M&E of GEF focal area tracking tools		
	vii. Have adequate resources been budgeted for M&E activities and have they been sufficient at the implementation stage?	Extent to which the budget for M&E activities was sufficient		
3.6. Adaptive management	i. Has the project experienced any delays in its implementation? If so, for what reasons, and what actions were taken?	Responsiveness of implementing and executing agencies to recommendations made through the review processes (PIR)	PIRs, annual workplans, minutes of Steering Committee meetings MTR CI, PMU, executing partners	Desk review Interviews

Dimension	Evaluation questions	Indicators	Sources	Methods and key information sources
3.7. Knowledge management⁶	i. To what extent has knowledge management been carried out based on the capacity development plan developed in the ProDoc?	Evidence of knowledge management strategy implemented and products developed	ProDoc PIRs, knowledge management products CI, PMU, executing partners National and Regional institutional stakeholders	Desk review Interviews
4. SUSTAINABILITY: To what extent are there risks to the sustainability of project benefits in the long term?				
4.1. Factors affecting sustainability of project benefits	i. To what extent do financial, sociopolitical, institutional, and environmental or other factors affect, positively or negatively, whether the project's results and impacts will be sustained in the long term?	Evidence of obstacles and/or risks to the sustainability of project results	Prodoc, PIRs, MTR CI, PMU, executing partners Regional and local government representatives Local NGOs and communities Private sector	Desk review Interviews
5. IMPACT: To what extent has the project contributed towards strengthening the long-term conservation and sustainable use of biodiversity in Madagascar?				
5.1. Progress to Impact	i. To what extent has the project contributed to financial sustainability of the PA system in Madagascar?	Progress toward targets (impact indicators)	Prodoc, PIRs, MTR	Desk review

⁶ Knowledge management will not be rated but will be included as an assessment section in the evaluation report

Dimension	Evaluation questions	Indicators	Sources	Methods and key information sources
	<p>ii. To what extent has the progress contributed to reducing pressure and loss of key habitats and biodiversity, and increasing connectivity?</p> <p>iii. To what extent has the project contributed to reduce food insecurity?</p> <p>iv. To what extent has the project contributed to develop sustainable income generating activities (IGA) ?</p> <p>Through what processes have these impacts occurred (continuity, mainstreaming, replication, scaling up and market change)?</p>	Qualitative evidence of progress toward impact and causal pathways	<p>CI, PMU, executing partners</p> <p>Regional and local government representatives</p> <p>Local NGOs and communities</p> <p>Private sector</p>	Interviews

Annex 4. Level of achievement of the results framework indicators and targets

OBJECTIVE INDICATORS	END OF PROJECT INDICATOR TARGET	END OF PROJECT INDICATOR STATUS	COMMENTS/JUSTIFICATION ⁷																								
Project Objective:	To strengthen the long-term conservation and sustainable use of biodiversity in the Northwestern landscape of Madagascar																										
Indicator a: Number of hectares protected within the national protected area system (SAPM) in the northwestern landscape of Madagascar (588,494 ha)		588,494 ha	The five protected areas (588,494 ha) are now within the national protected area system. The Management Plan and the Environmental and Social Management Plan (ESMP) of Bombetoka (71,943 ha) were validated at National level on August 24, 2022. The completion of these documents secured the decree of definitive creation of Bombetoka.																								
Indicator b: Number of protected areas in the northwestern landscape that improve their management effectiveness (5)		5 Protected Areas	<p>The METT scores of the 5 targeted PAs obtained annually serve as a key indicator to measure the results of Component 1 of the project. In order to consolidate the METT scores achieved by PAs, a coordination workshop for the 2022 annual METT evaluation was organized on May 17, 2022, with the participation of the managers of the five targeted PAs and the DAPRNE.</p> <table> <tr> <th></th><th>Baseline METT Scores</th><th>FY21 METT Scores</th><th>FY22 METT Scores</th></tr> <tr> <td>Baie de Baly</td><td>78%</td><td>79%</td><td>79%</td></tr> <tr> <td>Bombetoka</td><td>20%</td><td>58%</td><td>65%</td></tr> <tr> <td>Antrema</td><td>77%</td><td>85.3%</td><td>87%</td></tr> <tr> <td>Complexe Mahavavy-Kinkony</td><td>52%</td><td>76%</td><td>75%</td></tr> <tr> <td>Ankarafantsika</td><td>67%</td><td>78%</td><td>80%</td></tr> </table>		Baseline METT Scores	FY21 METT Scores	FY22 METT Scores	Baie de Baly	78%	79%	79%	Bombetoka	20%	58%	65%	Antrema	77%	85.3%	87%	Complexe Mahavavy-Kinkony	52%	76%	75%	Ankarafantsika	67%	78%	80%
	Baseline METT Scores	FY21 METT Scores	FY22 METT Scores																								
Baie de Baly	78%	79%	79%																								
Bombetoka	20%	58%	65%																								
Antrema	77%	85.3%	87%																								
Complexe Mahavavy-Kinkony	52%	76%	75%																								
Ankarafantsika	67%	78%	80%																								

⁷ Information provided in the PIRFY2023

OBJECTIVE INDICATORS	END OF PROJECT INDICATOR TARGET	END OF PROJECT INDICATOR STATUS	COMMENTS/JUSTIFICATION ⁷
			<p>The objective of the project is to increase the average METT score of the Protected Areas by 15%.</p> <p>At the beginning of the project, the average METT score of the 5 protected areas involved in the project was 58.8%. The average METT score in 2022 is 78%. The average of the increase of METT score for the 5 Protected Areas is 19%.</p>
Indicator c. Number of protected areas in the northwestern landscape with improved financial sustainability (5)		5	<p>In 2022, the funding for FAPBM was \$ 362,195.</p> <p>Financial sustainability for 5 protected areas was achieved since FAPBM was able to deploy \$ 384,950 of funding to the protected areas in 2023. FAPBM increase f funding to the PAs by \$22,755 due to KfW. The increase from the revenue generated from the \$ 4,5 million investment is \$144,459 in 2023.</p>
Indicator d: a Number (and percentage) of regional and local development plans that include the target protected areas and are consistent with their objectives (1 SRAT and 22 SACs		22 out 24 SACs (92%) and 1 SRAT for the Boeny Region	<p>The SAC of 2 municipalities Antsakoa Mileka and Andranomavo in the Baie de Baly NP were not elaborated because the budget of PAGE 1/GIZ project was very limited, The PAGE2/GIZ project supported the implementation of the existing SACs.</p> <p>There are no additional funds to cover the costs for the remaining 2 communes. The project only achieved 22/24 SACs.</p> <p>One of the recommendations of the fourth COPIL was to seek funding opportunities for the SAC of the remaining 2 communes. After contacting PAGE Boeny, the Spatial Planning Department of Majunga, the Head of the MATSF Department Tana and finally CASEF in Majunga concerning the legal steps for the development of SAC, activities require a lot of work, coordination with other entities and supervision by CI. According to GIZ's experience, the development of a SAC takes 8- 9 months. In addition, accessibility to the two municipalities is very difficult in the rainy season (December until April). Total costs are between Euros 11, 000 and 15, 000 in 2019-2020.</p> <p>Looking at the work to be done, it is very challenging to finish the two SAC before June 2023 – the end of the project. It was agreed with CI-GEF during the supervision visit in September 2022 that no further work on the SACs will continue.</p>

OBJECTIVE INDICATORS	END OF PROJECT INDICATOR TARGET	END OF PROJECT INDICATOR STATUS	COMMENTS/JUSTIFICATION ⁷
Indicator e: Number of households directly benefitting from sustainable production initiatives linked to the target protected areas (2000)		2570 (6816M, 7094W)	During Year 1, 2, 3 and 4 (July 2019 -June 2023), the partners were able to support 2570 households out of 2000, i.e, 129% of the project target. These 2570 beneficiaries' households are composed of 6816 men and 7094 women. Households have an average size of 5.4 persons, with a gender distribution of 49% men and 51% women. Our partners have surpassed the number of households assigned to them.

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF PROJECT INDICATOR STATUS	COMMENTS/JUSTIFICATION ⁸
COMPONENT 1:	Strengthening the management and the sustainable financing of five protected areas (PAs) to reduce the threats on natural resources and to contribute to the resiliency of the North-western Landscape (Boeny region)		
Outcome 1.1:	Increased management effectiveness of 5 targeted PAs of the Northwestern Landscape		
Outcome indicator 1.1.: METT scores of the 5 targeted PAs, covering about 588,494 ha	15% increase of the average METT score for the 5 targeted PAs	The average of the increase of METT score for the 5 Protected Areas is 19%.	The evaluation of the METT takes place at the end of each year, i.e., in December, in the presence of the members of the Orientation and Monitoring Committee of each PA. Recommendations were made regarding the METT questionnaires during the coordination workshop for the 2022 annual METT evaluation and were shared with the staff of DAPRNE. Recommendations summarized below: - Break down the headings in the questionnaires with as much detail as possible. For example, for questions on threats, more detail on measures maintained for all threats (migration, fire, charring, etc.), status of PAs, law enforcement.

⁸ Information provided in PIRFY2023

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF PROJECT INDICATOR STATUS	COMMENTS/JUSTIFICATION ⁸
			<ul style="list-style-type: none"> - Review the METT tool to not only measure the outcome but also to get an overview of the impacts. - Document supporting elements of the METT scores (score attachments)
Outcome 1.2:	Improved financial sustainability of 5 targeted protected areas		
Outcome indicator 1.2.: Amount of long-term financing available annually for the 5 targeted PAs	USD 137,000 additional funding available annually for the 5 targeted PAs	USD 144,459 additional funding available for the 5 targeted PAs in 2023.	Grant agreements with each protected area manager have been signed in 2023. In addition of the funding from FAPBM, the 5 PAs received \$144,495 from the interest of the USD 4.5 million from GEF-6. Most of the activities funded in Year 1 are a continuation of activities implemented during the GEF-6 project.
Outcome indicator 1.3.: Financing gap (expressed as % of total need defined in management plans) of the 5 targeted PAs during 2022- 2025	Financing gap for 2022-2025 reduced to 25 % of total need as defined in management plans	15%	<p>FAPBM has received an endowment from KfW in December 2021 of USD 51.6 million. As a result, all 5 PAs receive an increase funding starting 2023 in addition to the GEF funding. The financial gap of the protected areas has already been reduced. The expected funding for the 5 PAs in Boeny and their needs for the 2019-2022 period are respectively \$2,199,751 for the project period (without the GEF project) and the funding needed to cover recurrent costs is \$4,008,118. The financial gap is estimated at about \$ 1,808,367.</p> <p>The total funding from GEF-6 Project for the 5 protected areas (in USD) during the project (2020-2023) is USD 815, 890. Over time, GEF funding has reduced the financial gap by 45%. The expected funding for the 5 PAs in Boeny for the 2023-2025 is \$2,161,016 for the project period (without the GEF project). From 2023-2025, the funding needed to cover recurrent costs in USD for the 5 PAs in Boeny is \$5,564,682.</p> <p>From 2023-2025: The financial gap is estimated at about \$3,403,666. The total funding from GEF-6 Project for the 5 protected areas (in USD) during 2023-2025 is \$433,820. The increase from KfW funding is \$22,755 for 2023. During 2023-2025, the total funding is \$68,265. Over time, KfW and GEF funding have reduced the financial gap by 15% .</p>
COMPONENT 2 :	Supporting sustainable production by local communities around targeted PAs to strengthen PA protection efforts and improve community wellbeing		

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF PROJECT INDICATOR STATUS	COMMENTS/JUSTIFICATION ⁸
Output 2.1 :	Key local communities around targeted PAs have adopted sustainable production practices		
Outcome indicator 2.1.: % of households self-reporting as food insecure	2.1.1: 20% reduction in the number of households reporting that they are food insecure	20.6%	A group of consultants was hired in early 2023 to conduct the household survey. The project baseline was 72% of households (total of households surveyed: 395), self-reporting as food insecure. The end of project target was 52%, i.e., 20% reduction in the number of households reporting that they are food insecure. At the end the project (FY23), 51.4% of the surveyed household self-report food insecure resulting in 20.6% reduction compared to the baseline.
Outcome Indicator 2.2.: Number of months that households are food insecure Indicator	2.1.2: Median number of months households are food insecure is reduced to 3 months	2 months	The baseline for the median number of months households is food insecure is 4 months. The analysis of the data from the household survey indicates that the median number of months households are food insecure is reduced to 2 months.
Outcome indicator 2.3.: a) % increase in household income of the local participating communities	2.1.3: 15% increase in average annual household income for participants in sustainable production initiatives supported by the Project	28%	The project baseline of household income was MGA 1,297,465. The end of project target is 15% increase in average annual household income i.e. MGA1,492, 084. The analysis of the data from the household survey affirms that the average income of the households is MGA 1,811,205. Compared to the baseline the average income of the household has increased to 28%.
Indicator 2.4: number of hectares where sustainable production practices have been adopted	2.1.4: On 500 hectares sustainable production practices have been adopted	642 ha	The target surface area for each year was determined with PA managers during the planning process and were communicated to partners. Each protected area has already planned activities to achieve this target.

Annex 5. Detailed analysis of the indicator framework

Level of indicator	Description of Indicator	Baseline Level	End of project target level	Comments
Objective:	To strengthen the long-term conservation and sustainable use of biodiversity in the northwestern landscape of Madagascar			
Indicator a:	Number of hectares protected within the national protected area system (SAPM) in the northwestern landscape of Madagascar (588,494 ha)	588,494 ha	588,494 ha	Indicator SMART, although the baseline level is not correct since Bombetoka Belemboke was not yet officially integrated in the SAPBM system at the time of project design.
Indicator b:	Number of protected areas in the northwestern landscape that improve their management effectiveness (5)	N/A	5 PAs	Indicator SMART
Indicator c:	Number of protected areas in the northwestern landscape with improved financial sustainability (5)	N/A	5 PAs	Indicator SMART
Indicator d:	Number (and percentage) of regional and local development plans that include the target protected areas and are consistent with their objectives (1 SRAT and 22 SACs)	N/A	22 SACs (100%) and 1 SRAT for the Boeny Region	Indicator is particularly coherent to integrate the % representing the actual number of SACs related to the total number of municipalities around the PAs. At the same time, while it was correctly reported on, the indicator target was not updated to “24 SACs (100%) and 1 SRAT”. In addition, a baseline was not provided.
Indicator e:	Number of households directly benefiting from sustainable production initiatives linked to the target protected areas (2000)	N/A	2000 (1000M, 1000W)	Indicator SMART. Although the indicator denomination could have specified “households directly benefiting from sustainable production initiatives supported by the project and linked to the target protected areas (2000)”
Outcome 1.1:	Increased management effectiveness of 5 targeted PAs of the Northwestern Landscape			
Outcome indicator 1.1:	METT scores of the 5 targeted PAs, covering about 588,494 ha	58.8 METT score average	15% increase of the average METT score for the 5 targeted PAs	The indicator is not clearly formulated to reflect the target. It should have been formulated as “ increase in the average of METT score for the 5 targeted PAs”.

Output Indicator 1.1.1:	Number of protected areas that are acknowledged and mainstreamed into SRAT and SAC	5 protected areas	5 protected areas	The indicator baseline is not correct and the indicator formulation is of limited relevance. It could have been formulated as “Number of SACs integrating acknowledging and mainstreaming PAs management objectives” to better reflect the project expected results achievement as detailed in the ProDoc
Output Indicator 1.1.2:	Number of management plans up-to-date and implemented in targeted PAs	5	5 management plans	Indicator SMART but could have specified “5 management plans implemented ” to correctly reflect the target in the ProDoc.
Output Indicator 1.1.3:	Number of Local management structures that are in place and fulfilling terms of reference at all 5 targeted PAs	5	5 management structures (each management structure has at least 20% women)	Indicator SMART but moderately relevant to truly reflect the enhanced PA governance through the capacity strengthening of community representatives
Outcome 1.2: Improved financial sustainability of 5 targeted PAs				
Outcome indicator 1.2.:	Amount of long-term financing available annually for the 5 targeted PAs	An average of USD 194,558 annually provided by FAPBM to four PAs in Boeny	USD 137,000 additional funding available annually for the 5 targeted PAs	Indicator SMART Although it could have been more clearly formulated as “Amount of additional long-term financing available annually for the 5 targeted PAs”
Outcome indicator 1.3.:	Financing gap (expressed as % of total need defined in management plans) of the 5 targeted PAs during 2022- 2025	covering 4.9% of the financing requirements for the 2019-2021 period	Financing gap for 2022-2025 reduced to 25 % of total need as defined in management plans	Indicator SMART although the baseline could have been more clearly formulated as it currently reflects the financing availability and not the financing gap.
Output Indicator 1.2.1:	Amount contributed to the capital of FAPBM through the Project	USD 0	USD 4.5 million	Indicator SMART
Output Indicator 1.2.2:	Annual contribution to the 5 targeted PAs attributable to the USD 4.5 million contribution to FAPBM's capital	An average of USD 194,558 annually provided by FAPBM to four PAs in Boeny	USD 137,000 additional annually from year 3	Indicator SMART and specifically detailing the project year when the interests generated should start contributing
Output Indicator 1.2.3:	Number of funding requests submitted to potential donors	0	3 funding requests	Indicator SMART
Output Indicator 1.2.4:	Number of donor databases developed	0	1 database	Indicator SMART

Outcome 2.1: Key local communities around targeted PAs have adopted sustainable production practices				
Outcome indicator 2.1.:	% of households self-reporting as food insecure	72% of households self-reporting as food insecure	20% reduction in the number of households reporting that they are food insecure	The indicator target does not match the indicator formulation. It should have been formulated as “52% of households self-reporting as food insecure” if the reduction target was of 20%. Another option would have been to formulate it as “% of reduction in the number of households reporting that they are food insecure” to match the formulation of the indicator target
Outcome Indicator 2.2.:	Number of months that households are food insecure Indicator	4 months	Median number of months households are food insecure is reduced to 3 months	Indicator mostly SMART, but although the intention is understood, it should have been specified “Number of months per year that households are food insecure”
Outcome indicator 2.3.:	% increase in household income of the local participating communities	N/A	15% increase in average annual household income for participants in sustainable production initiatives supported by the Project	Indicator mostly SMART, but although the intention is understood, it should have been specified “ average % increase in annual household income of the local participating communities”
Outcome indicator 2.4:	Number of hectares where sustainable production practices have been adopted	0	On 500 hectares sustainable production practices have been adopted	Indicator mostly SMART, but although the intention is understood, it should have been specified “Number of hectares in the PAs landscape where sustainable production practices have been adopted”
Output Indicator 2.1.1:	Number of sustainable production initiatives supported to improve livelihoods	0	16 livelihood initiatives	Indicator SMART but of limited relevance in the sense that the variety of livelihood initiatives does not necessarily reflect how coherent they were for the PAs targeted.
Output Indicator 2.1.2:	Number of people (gender-disaggregated) participating in sustainable production initiatives supported by the Project	0	1300 women; 1300 men; 2000 households	Indicator SMART and gender-disaggregated
Output Indicator 2.1.3:	Number of value chains developed and executed	0	3 value chains	Indicator SMART but targeted under-evaluated in light of the multiple livelihood initiatives supported

Annex 6. List of online interviewees

Institution	Stakeholder name	Position
CI-GEF	Orissa Samaroo	Project manager
PMU	Lalaina Randrianasolo	DNP
	Michele Andrianarisata	Project coordinator
	Holinirina Hanitriniaina	Financial director
	Joelle Rakotomalala	Grants and Contract Manager
	Andrianirina Saotra	M&E Manager
CI-Madagascar	Bruno Rajaspera	Country Director
GEF Madagascar	Hery Rakotondravony	GEF OFP
DIREDD	Jimmi Christian Andrianantenaina	DIREDD Director
DPRIDD	Rivosoa Rabenandrianina	Technical Coordinator
DAPRNE	Herve Bakarizafy	DAPRNE Director
IDENTI'TERRE MNHN Antrema	Roger Edmond	Technical Coordinator
Asity – CMK	Tahiana Razafindralambo	Park manager
FAPBM	Alain Liva Raharijaona	Executive Director
	Ranto Randriantsoa	Grants Manager
	Serge Ratsirahonana	M&E Manager
	Onintsoa Randrianaivo	Financial Manager
COFIL	Rinah Razafindrabe	DG de la gouvernance Environnementale - MEDD
	Aroniaina Rajaonarivo	Deputy General Director MNP

Annex 7. Field mission plan and interviewees

Chronogramme de mission à Boeny – Evaluation finale du Boeny Landscape project				
Date	Type of stakeholder	Name	Position	Contact
Dimanche 05/11/2023 - Voyage Antananarivo - Majunga				
Lundi 06/11/2023 - Visite de courtoisie à Boeny				
Morning	8 : 30 - Direction Régionale de la Pêche et de l'Economie Bleue	M. Ramangamahay Georges Fabrice	Chef de Service régional de l'économie bleue	fabrice.mahay@gmail.com
	9 : 30 - Direction Régionale de la Pêche et de l'Economie Bleue	M. Razanadralahatra Ralay Herizo	Chef de Service régional de la pêche	0344026160, ralayherizo@gmail.com
	11 : 30 – Direction Régionale de l'Agriculture et de l'Elevage	Mme Randriamiharisoa Faramalala	Chef de Service de l'Agriculture	0340565227
Afternoon	15 :00 - Direction Régional des Travaux Publics	M. Randriantonga François Xavier	Comptable. Il a assisté des ateliers mais le projet n'a pas collaboré avec le Département (cf. Rapport)	0346636461
	17 :00 - Gouvernorat	Randriambololona Marcellin	DDR (Réunion reportée au 08/11/23 à 10 :45)	0328020029
Mardi 07/11/23 - Visite d'Atrema				
Morning	6 :30 Traversée vers la commune de Katsepy			
	8 :00 Visite de courtoisie chez Mme Le Maire (autorité locale)	Tiavinjara Rose de Lima Avilaza	Maire de Katsepy	
	09 :30	Randrianarijaona Nantenaina Valisoa	Chef de site Antrema	0340808112/032 7053545 nantvalisoa@gmail.com
	12 :00	Soloniaina Tamby Anjaratahiana	Responsable de conservation, Restauration	0326973853 Soloniainatamby@yahoo.com
Afternoon	15 :30	Fidy Roger Sinaotsy	Responsable de la ferme communautaire à Kapahazo	
	16 :45	M. Tsitindry et consorts	VNA d'Antrema	0344577851/032 8864354
	17 :45		Association des femmes artisanes	

Mercredi 08/11/23				
Morning	7 :30 – Déplacement vers Majunga			
	10 :45 - Visite de courtoisie chez le Gouvernorat	M. Randriambololona Marcellin	DDR	0328020029 ddrboeny@gmail.com
Afternoon	13 :30	M. Rakotonandrasana Sylvestre et consorts	Membres des VOI de Bombetoka	
	14 :30		Association des femmes artisanes qui travaille la soie sauvage	
	16 :20	M. Tsaradia Jean Noelson	Chef de site de Bombetoka	0347824508 tsaradiajeannoels@gmail.com
Jeudi 09/11/23 – Visite d'Ankarafantsika				
Morning	6 :30 - Déplacement vers Ankarafantsika			
	11 :15	Randriamanantsoa Edouard	Chef de volet Appui au Développement et Education à l'Environnement (CVADE)	0348105659 cadeeankarafantsika@gmail.com
Afternoon	14 :50	Rantsinjavindraibe Tahiry Germain		0341593950 Ecotourismeankarafantsika@gmail.com
	4 :00	Visite du Lac Ravelobe		
Vendredi 10/11/23				
Morning	8 :30	Visite de courtoisie chez M. l'Adjoint au Maire d'Andranofasika	Rajaonarivelo Sabin Flavien	
	9 :30	Communauté locale bénéficiaire des AGR		
	11 :30	Association Tsimanavaka à Andranomdevy		
Afternoon	13 :15	Membre de CLP (juste un membre)		
Samedi 11/11/23 – Voyage de retour sur Antananarivo				

Annex 8. List of documents reviewed

- Inception Workshop Report
- Financial Documents : annual budget FY 2020 and FY 2021.
- Technical quarterly Reports
- Project Implementation Reports (PIRs) 2020, 2021 and 2022, FY 2023 found on the GEF website
- Knowledge management and products : lessons learned brief, project results and lessons learned, and Action Plan AGM
- Stakeholders contact list
- Annual Workplans FY 2020, 2021, 2022 and 2023
- Mid-term Review
- Project Document including appendixes on the :
 - Stakeholder Engagement Plan
 - Accountability and Grievance Mechanism
 - Gender Mainstreaming Plan
- CEO Endorsement and Project Identification Form (PIF)
- Financial audits for fiscal years 2021 and 2022
- GEF focal area Tracking Tools and/or Core Indicators in 2019 and 2023
- Safeguards Screening Form, Screening Results and Safeguards Analysis
- Steering Committee (SC) minutes for SC 1, 2, 3 and 4

Relevant GEF, CI-GEF, CI programming documents, policies and guidelines

Annex 9. Interview protocols

Questions in the interview protocols are based on the key strategic questions and the evaluation matrix and are open ended. They are aimed at leading a fluid conversation on project implementation. Questions will guide interviews, but it is not expected that every interviewee will be able to respond to all questions given time limitations of the interview. Interviews are conducted in confidentiality and responses are considered anonymous (interviewees will be asked in advance if they can be quoted in the report). Respondents will not be quoted in the report without permission. Answers will be analyzed and presented in an aggregated form. Answers will be used to triangulate other sources of information.

The following are interview guides structured for each type of project stakeholder (i.e., GEF operational focal point, implementation agency, executing agency, co-financer, project management unit (PMU), participant: Community member, CSO, NGO, or Academia), which were developed drawing on the evaluation matrix (Annex 3). These protocols are indicative, and they can be adjusted to fit the profile of each interviewee. Additional questions might be added to the protocols to explore emerging themes.

The protocol for each stakeholder interviewed will include a heading as follow for Baastel internal informing purposes:

Interview	Information
Interviewee's full name:	
Organization:	
Position:	
Period of involvement in project:	
Nature of involvement in project:	
Interview date:	

INSTITUTIONAL PARTNERS: DGDD & DAPRNE / PROJECT STC MEMBERS

Relevance

1. In your opinion, how does the project contribute to the country's strategies and priorities with respect to sustainable development and biodiversity conservation?
2. How involved were you in during the project design phase?

Project design

3. In your opinion, to what extent was the project consistent with the biodiversity conservation priorities at National level in Madagascar? How could the project design have been changed in order to better reflect your needs and aspirations at the time?
4. How was the project intervention strategy effective to address the identified problem in the area of the project?
5. How was the project complementing other interventions to seek synergies with other donors?

Effectiveness

6. Were there any changes in the results framework (including expected outputs and outcomes) after the beginning of implementation, and in particular following the MTR?
7. To what extent did the project make progress in achieving the goals and outputs set out at the beginning of project implementation?
8. What has been the quality of the outputs and outcomes achieved?
9. What actors and/or factors enabled or hindered the achievement of expected outputs and outcomes?
10. Have there been any unintended results (positive or negative)? If so, which were they?

Efficiency

Financing and co-financing

11. Have there been differences between planned and actual expenditures? Why?
12. Did the co-financing occur as planned? How did it affect project progress?

Institutional arrangements and stakeholder participation

13. How efficient was the performance of the implementing agency (CI-GEF ; CI-Madagascar), including executing arrangements, work planning, procurement processes, and project monitoring?
14. How efficient was the performance of the executing entities (FAPBM, PMU, Park managers) including technical capacities and day-to-day implementation of project activities?
15. How were communication and cooperation between the various stakeholders involved in the project? Was it satisfactory and how could they have been improved?

E&S safeguards

16. To what extent was community involved and engaged into project activities?
17. To what extent was the gender perspective integrated into project design, implementation, and monitoring?

Adaptive management

18. Has the project experienced any delays in its implementation? If so, for what reasons, and what actions were taken?

Management and execution process

19. How clear were your responsibilities in the management of the project and was this role effectively upheld? According to you, how could the project management have been improved?

Knowledge management

20. To what extent was the knowledge management plan effectively implemented?

Sustainability

21. What enabling conditions were put in place by the project in order to ensure the long term participative, decentralized and efficient management of PAs?
22. What factors could undermine the sustainability of the project's achievements?

Impact

23. What are the likely impacts of the project on:

- a. Local actors, including local communities, capacities and participation
 - b. The financial stability of the PA system in Madagascar
 - c. Gender equality
 - d. The development of enduring IGA
24. Through what process did the impact occur: continuity, mainstreaming, replication, scaling up?

Do you have any other remarks that you would like to add before finishing the interview?

INSTITUTIONAL PARTNER: DIREDD AND DPRIDD BOENY

Relevance

1. In your opinion, how does the project contribute to the country's strategies and priorities with respect to sustainable development and biodiversity conservation?
2. How involved were you in during the project design phase?

Project design

3. In your opinion, to what extent was the project consistent with the biodiversity conservation priorities at National level in Madagascar? How could the project design have been changed in order to better reflect your needs and aspirations at the time?
4. To what extent was the project consistent with the biodiversity conservation priorities of the Boeny region? How could the project design have been changed in order to better reflect your needs and aspirations at the time?
5. To what extent was the project consistent with the needs of local communities living around the PA?
6. How was the project intervention strategy effective to address the identified problem in the area of the project?
7. How was the project complementing other interventions to seek synergies with other donors? If yes, which ones?

Effectiveness

8. Were there any changes in the results framework (including expected outputs and outcomes) after the beginning of implementation, and in particular following the MTR?
9. To what extent did the project make progress in achieving the goals and outputs set out in at the beginning of project implementation?
10. What has been the quality of the outputs and outcomes achieved?
11. What actors and/or factors enabled or hindered the achievement of expected outputs and outcomes?
12. Have there been any unintended results (positive or negative)? If so, which were they?

Efficiency

Financing and co-financing

13. Have there been differences between planned and actual expenditures? Why?
14. Did the co-financing occur as planned? How did it affect project progress?

Institutional arrangements and stakeholder participation

15. How efficient was the performance of the implementing agency (CI-GEF ; CI-Madagascar), including executing arrangements, work planning, procurement processes, and project monitoring?
16. How efficient was the performance of the executing entities (FAPBM, PMU, Park managers) including technical capacities and day-to-day implementation of project activities?
17. How were communication and cooperation between the various stakeholders involved in the project? Was it satisfactory and how could they have been improved?

E&S safeguards

18. To what extent was community involved and engaged into project activities?
19. To what extent was the gender perspective integrated into project design, implementation, and monitoring?

Adaptive management

20. Has the project experienced any delays in its implementation? If so, for what reasons, and what actions were taken?

Management and execution process

21. How clear were your responsibilities in the management of the project and was this role effectively upheld? According to you, how could the project management have been improved?

Knowledge management

22. To what extent was the knowledge management plan effectively implemented?

Sustainability

23. What enabling conditions were put in place by the project in order to ensure the long term participative, decentralized and efficient management of PAs?
24. What factors could undermine the sustainability of the project's achievements?

Impact

25. What are the likely impacts of the project on:
 - a. Local actors, including local communities, capacities and participation
 - b. The financial stability of the PA system in Boeny
 - c. Gender equality
 - d. The development of enduring IGA
26. Through what process did the impacts occur: continuity, mainstreaming, replication, scaling-up?

Do you have any other remarks that you would like to add before finishing the interview?

CI – GEF, CI-MADAGASCAR

Relevance:

1. To what extent were the project's objectives/components consistent with CI's focal areas, operational strategies, and priorities?

2. How clear and logically integrated were the project objectives, outcomes, outputs, and activities?
3. To what extent were the project objectives feasible and realistic given the time and budget available?
4. How was the project complementing other interventions to seek synergies with other donors?

Effectiveness:

5. Were there any changes in the results framework (including expected outputs and outcomes) after the beginning of implementation? If so, which ones?
6. To what extent did the project make progress in achieving the goals set out in the results framework?
7. What was the progress in achieving the targets set out in the GEF Monitoring Tool and the GEF core indicators?
8. What actors and/or factors enabled or hindered the achievement of expected outputs and outcomes?
9. Were there any unintended results (positive or negative)? Please explain.

Efficiency:

Financing and co-financing

10. Was there any difference between planned and actual expenditures? Why?
11. To what extent did the capitalization of the FAPBM contribute to increased revenue for PA management?
12. Did the leveraging of funds (co-financing) occur as planned? How did this affect project progress?
13. To what extent were there adequate accounting and financial systems in place for project management and the production of accurate and timely financial information?
14. What explains the delayed payments to PA managers?

Institutional arrangements and stakeholder participation

15. How efficient was the performance of the executing entities (FAPBM, PMU, Park managers) including technical capacities and day-to-day implementation of project activities?

Risk management

16. Were all relevant risks identified in the Project Document? How well have new risks been identified?
17. How was the quality of the developed risk mitigation strategies? Have they been sufficient?
18. Were safeguard plans designed in a timely manner?

E&S safeguards

19. What was the quality of the E&S Safeguards plans?
20. Were there any changes to the risks identified in the safeguards form and safeguard plans?
21. How effectively was the grievance mechanism implemented?
22. To what extent was community involvement and engagement integrated into project activities?

23. To what extent was the gender perspective integrated into project design, implementation, and monitoring?

Adaptive management

24. How did CI-GEF make up for its inability to conduct its required supervision mission due to COVID-19 restrictions
25. What were the reasons behind the 5-month delay in establishing the PMU?

M&E System:

26. Were you satisfied with the M&E plan included in the ProDoc ?
27. To what extent were adequate resources budgeted for M&E activities? Were they sufficient at the implementation stage?
28. Were any adjustments made to the M&E plan?

Sustainability:

29. To what extent do financial, socio-political, institutional, environmental, or other factors affect (positively or negatively) the sustainability of the project?

Impact:

30. What are the likely impacts of the project on:
- a. the needs of local community members regarding food security and sustainable IGA
 - b. The financial stability of the PA system in Boeny
 - c. The reduction of pressures on biodiversity in Boeny
 - d. Gender equality
31. Through what process did the impacts occur: continuity, mainstreaming, replication, scaling-up?

Do you have any other remarks and/or lessons learned that you would like to add before finishing the interview?

PMU AND CI PROJECT MANAGER

Relevance

1. In your opinion, how does the project contribute to the country's biodiversity strategies and priorities?
2. How involved were you in the design and implementation of the project?
3. To what extent does the project meet the regional and local needs in the project intervention area?
4. To what extent were all relevant stakeholders included in the project implementation?

Project design

5. How clear and logically integrated were the project objectives, outcomes, outputs, and activities? How could the project strategy have been improved at the design phase?
6. In your opinion, how feasible were the objectives given time and budget constraints?
7. How well were risks and assumptions defined in the ProDoc?

8. How was the project complementing other interventions to seek synergies with other donors?

Effectiveness

9. To what extent did the project make progress in achieving the goals set out in the results framework?
10. How did the activities contribute to achieving the results required to reach the project objectives?
11. What has been the quality of the outputs and outcomes achieved?
 - a. To what extent did the increased revenue from capitalization improve PA management capacities?
12. How well were risks handled?
13. What actors and/or factors enabled or hindered the achievement of expected outputs and outcomes?
14. Have there been any unintended results (positive or negative)?

Efficiency

Financing and co-financing

15. Has there been differences between planned and actual expenditures? Why?
16. To what extent did the capitalization of the FAPBM contribute to increased revenue for PA management?
17. How much co-financing has been leveraged? Did the co-financing occur as planned? How did it affect project progress?
18. How efficiently is the project being implemented? How? If it not, why?

Institutional arrangements and stakeholder participation

19. To what extent were partnerships developed to facilitate project implementation with the relevant stakeholders?
20. How would you rate the quality of the work provided by institutional partners and PA managers?
21. To what extent did the project make use of the local skills, experiences and knowledge during the project implementation? Please, provide examples.

Risk management

22. Were all relevant risks identified in the Project Document? How well have new risks been identified?
23. How was the quality of the developed risk mitigation strategies? Have they been sufficient?

E&S safeguards

24. To what extent was community involvement and engagement integrated into project activities?
25. To what extent was the gender perspective integrated into project design, implementation, and monitoring?

Adaptive management

26. Has the project experienced any delays in its implementation? If so, for what reasons, and what actions were taken?

27. Were there any changes in the results framework (including expected outputs and outcomes) after the beginning of implementation, and in particular following the MTR?
28. What monitoring and/or adaptive management mechanisms were put in place in response to the PIRs?
29. How were changes documented and communicated to executing partners?

Management and execution process

30. How was the quality of the collaboration between executing partners?
31. How was the quality of the collaboration with CI as an implementing entity?
32. Were there any delays in implementation? If yes, please describe the reasons and length of delay?

Knowledge management

33. To what extent was the knowledge management plan effectively implemented ?

M&E System:

34. Describe the M&E system put in place. Were you satisfied with the M&E system?
35. How was M&E affected by PMU's inability to go to Boeny between March and August 2020?
36. To what extent were adequate resources budgeted for M&E activities? Were they sufficient at the implementation stage?
37. What could have been done to improve the financial reporting data collection process?

Sustainability

38. What enabling conditions were put in place by the project in order to ensure the long term impact of project outputs?
39. What factors could undermine the sustainability of the project's achievements?

Impact

40. What are the likely impacts of the project on:
 - a. Local actors, including local communities, capacities and participation
 - b. The financial stability of the PA system in Madagascar
 - c. Gender equality
 - d. The development of enduring IGA
41. Through what process did the impacts occur: continuity, mainstreaming, replication, scaling-up?

Do you have any other remarks that you would like to add before finishing the interview?

PARK MANAGERS: MNP, ASITY, DELC, MNHM

Relevance

1. In your opinion, how does the project contribute to the country's biodiversity strategies and priorities?
2. How involved were you in the design and implementation of the project?
3. To what extent does the project meet the regional and local needs in the project intervention area?
4. To what extent were all relevant stakeholders included in the project implementation?

Project design

5. How was the project intervention strategy effective to address the identified problem in the area of the project? How could the project strategy have been improved at the design phase?
6. In your opinion, how feasible were the objectives given time and budget constraints?
7. How was the project complementing other interventions to seek synergies with other donors?

Effectiveness

8. To what extent did the project make progress in achieving the goals set out in the results framework?
9. How did the activities contribute to achieving the results required to reach the project objectives?
10. What has been the quality of the outputs and outcomes achieved?
 - a. To what extent did the increased revenue from capitalization improve PA management capacities?
11. How well were risks and assumptions handled?
12. Have there been any unintended results (positive or negative)?

Efficiency

Financing and co-financing

13. How much co-financing has been leveraged? Did the co-financing occur as planned? How did it affect project progress?
14. How efficiently is the project being implemented? How? If it not, why?
15. How did delayed payments from CI impact community participation in conservation activities?

Institutional arrangements and stakeholder participation

16. To what extent were partnerships developed to facilitate project implementation with the relevant stakeholders?
17. To what extent did the project make use of the local skills, experiences and knowledge during the project implementation? Please, provide examples.

Risk management

18. Were all relevant risks identified in the Project Document? How well have new risks been identified?
19. How was the quality of the developed risk mitigation strategies? Have they been sufficient?

E&S safeguards

20. To what extent was community involvement and engagement integrated into project activities?
21. To what extent was the gender perspective integrated into project design, implementation, and monitoring? How could conservation activities have better included women so that they could be eligible for compensation and benefit from the project as much as men?
22. Were you aware of a grievance mechanism? Was it implemented effectively? Was it activated at any point during your implication in the project?
23. Were you satisfied with the grievance mechanism? If not, please explain why.

Adaptive management

24. Has the project experienced any delays in its implementation? If so, for what reasons, and what actions were taken?
25. Were there any changes in the results framework (including expected outputs and outcomes) after the beginning of implementation, and in particular following the MTR?
26. What monitoring and/or adaptive management mechanisms were put in place in response to the PIRs and MTR?

Management and execution process

27. What explains the delay in signing the grant agreements with CI?
28. Were there any delays in implementation? If yes, please describe the reasons and length of delay?
29. How would you rate the quality of the work provided by the PMU, CI and the institutional partners?

Knowledge management

30. To what extent was knowledge management through lessons learned effective at building your capacities on PA cooperation and PA legislation?
31. To what extent did you benefit from the PA managers meetings organized by the DSAP?
32. How were lessons learned communicated? Could you give an example of how your organization used these lessons learnt?

M&E System:

33. Describe the M&E system put in place.
34. How satisfied were you with the M&E system?
35. To what extent were adequate resources budgeted for M&E activities? Were they sufficient at the implementation stage?

Sustainability

36. Does the project have a solid exit strategy? If yes, to what extent was it effectively implemented?
37. What enabling conditions were put in place by the project in order to ensure the long term participative, decentralized and efficient management of PAs?
38. What factors could undermine the sustainability of the project's achievements?

Impact

39. What are the likely impacts of the project on:
 - a. the needs of local community members regarding food security and sustainable IGA
 - b. The financial stability of the PA system in Boeny
 - c. The reduction of pressures on biodiversity in Boeny
 - d. Gender equality
40. Through what process did the impacts occur: continuity, mainstreaming, replication, scaling-up?

Do you have any other remarks that you would like to add before finishing the interview?

Relevance:

1. To what extent were the project objectives feasible and realistic given the time and budget available?
2. How was the project complementing other interventions to seek synergies with other donors?

Effectiveness:

3. Were there any changes in the results framework (including expected outputs and outcomes) after the beginning of implementation? If so, which ones?
4. To what extent did the project make progress in achieving the goals set out in the results framework?
5. How would you describe the quality of the outputs and outcomes achieved?
6. What actors and/or factors enabled or hindered the achievement of expected outputs and outcomes?
7. Were there any unintended results (positive or negative)? If so, please explain.

Efficiency:*Financing and co-financing*

8. Did the leveraging of funds (co-financing) occur as planned?
 - a. How did this affect project progress?
 - b. How did the endowment capitalization process occur with CI as the implementing agency?
 - c. How did finding additional fundraising go?
9. Has the investment into Lombard Odier Money Markets Fund generated revenue yet? How was the choice made regarding where to invest the USD4.5M from CI?
10. To what extent were there adequate accounting and financial systems in place for project management and the production of accurate and timely financial information? If not, how could have they been used more efficiently?

Institutional arrangements and stakeholder participation

11. How efficient was the performance of the implementing entities/agencies (CI-GEF ; CI – Madagascar), including executing arrangements, work planning, procurement processes, and project monitoring?

Risk management

12. Were all relevant risks identified in the Project Document? How well have new risks been identified?
13. How was the quality of the developed risk mitigation strategies? Were they sufficient?

M&E System:

14. To what extent do you think the M&E plan (included in the ProDoc) proved adequate?
15. To what extent were adequate resources budgeted for M&E activities? Were they sufficient at the implementation stage?
16. Were any adjustments made to the M&E plan? If so, what were they?
17. How do you find GCF monitoring?

Sustainability:

18. To what extent do financial, socio-political, institutional, environmental, or other factors affect (positively or negatively) the sustainability of the project?

Impact:

19. To what extent did the project contribute to strengthening the financial sustainability of the PAs in Boeny?
20. Through what process did the impacts occur: continuity, mainstreaming, replication, scaling-up?

Do you have any other remarks and/or lessons learned that you would like to add before finishing the interview?

BENEFICIARIES

What is your position?

What was your relationship to the project and how long have you been involved?

Relevance:

1. What was the extent of your involvement in the design and implementation of the project?
2. To what extent was the project consistent with the needs of local communities living around the PA?
3. Were all relevant local stakeholders involved in the project implementation?

Effectiveness:

4. To what extent did the project activities contribute to generating positive results at the local level?
5. Are you aware of any unintended results (positive or negative)? If so, please explain.
6. How was the project able to cope with potential conflicts of interests between project and community members engaged in illegal activities?

Efficiency:

Adaptive management

7. Is the project being implemented efficiently? How? If not, why?

Institutional arrangements

8. To what extent were partnerships established to implement the project?
9. How would you describe community involvement and engagement in project activities?
10. To what extent did the project make use of local skills, experiences and knowledge? Can you give examples?

Management and execution process

11. How would you rate the quality of the work provided by CI, the institutional partners, park managers? How do you think that the project management could have been improved?

S&E safeguards

12. Were you aware of a grievance mechanism? Was it implemented effectively? Was it activated at any point during your implication in the project?

13. Were you satisfied with the grievance mechanism? If not, please explain why.
14. To what extent was community involved and engaged into project activities?
15. To what extent was the gender perspective integrated into the project implementation and/or monitoring?
16. Would you like to express any grievance at this point?

Sustainability:

17. What enabling conditions were put in place by the project in order to ensure the long term participative, decentralized and efficient management of PAs?
18. What factors could undermine the sustainability of the project's achievements?

Impact:

19. In your opinion, what are the likely impact of the project?
 - a. To what extent did the project improve the livelihoods of people in and around the PAs?
 - b. To what extent has the project contributed to develop sustainable revenue generating activities?
 - c. To what extent did the project contribute to building the capacities of local stakeholders, including communities, and strengthening their participation?
 - d. To what extent did the project contribute to gender equality? How could the project have promoted women empowerment further?

Do you have any other remarks that you would like to add before finishing the interview?

Annex 10. TE Audit Trail

Author	#	Comment location	Comment/Feedback on the draft TE report	TE team response and actions taken
Project Coordinator	1.	Effectiveness	I would like to add also the consultation of stakeholders during the preparation of the PRODOC.	It has been added
Project Coordinator	2.	Effectiveness	78% (cf. PIR FY23)	It has been updated
Project Coordinator	3.	ESS	PIR?	It has been adjusted
CI-GEF	4.	M&E system	Edit	It has been adjusted
CI-GEF	5.	Sustainability	This word isn't clear	It has been adjusted
Project Coordinator	6.	Sustainability	Funding from the FAPBM and other donors can be used to continue the activities initiated under the GEF-6 project. There should also be community ownership and beneficiary input to ensure sustainability.	It has been adjusted to reflect the comment
CI-GEF	7.	Impact	Edit	It has been adjusted
Project Coordinator	8.	Impact	GEF Project?	It has been adjusted
Project Coordinator CI-GEF	9.	Lessons Learned	<ul style="list-style-type: none"> - This sentence is not clear. Migrants are among the beneficiaries in the PA of Mahavavy- Kinkony, Baie de Baly, Ankarafantsika. - Agree with Michelle. This lesson learned is not clear 	It has been clarified
CI-GEF	10.	Recommendations	Correct spelling of recommendation in bullets	It has been adjusted
Project Coordinator	11.	Recommendations	As I said, migrant communities benefited from activities in component 1 and activities in component 2.	It has been adjusted
CI-GEF	12.	Recommendations	This is not clear to me. How?	Details have been added
Project Coordinator CI-GEF	13.	Recommendations	- Is this possible in the context of the country?	It has been adjusted based on the comments

			- The FAPBM will continue to do fundraising for the 5 PAs. Concerning PA managers, they could develop ecotourism, for example, or the REDD+ mechanism. PA managers will always have to look for other donors and do fundraising to ensure the management of APs.	
Project Coordinator	14.	List of online interviewees	Je ne vois pas ASITY et MNP Baie de Baly?	<p>The list has been updated.</p> <p>However, in the case of Baie de Baly, despite multiple attempts to schedule an interview and eventually settling on a common date, the interviewee failed to appear and did not respond for rescheduling the call.</p> <p>Nonetheless, sufficient detailed data for the PA was obtained from various alternative sources and utilized in the analysis.</p>



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