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UNDP/GEF Support to Madagascar's Environmental Programme- Phase III (EP III) – Support to the Protected Area Network and Strategic Zones

Terminal Evaluation

Final Report

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Table of Contents

List of tables and figures	ii
Acronyms	iii
Executive summary	iv
1. Introduction	1
1.1 Evaluation objectives	1
1.2. Methodology used	1
1.3. Frame of reference for the evaluation	3
1.4. Evaluation report structure	4
2. The project and its context.....	4
3. Findings	6
Project design.....	6
Execution and implementation	14
Results	32
4. Summary of ratings.....	49
5. Lessons learned.....	49
Annex 1 - Evaluation Terms of Reference	52
Annex 2: Evaluation Matrix.....	79
Annex 3 - Degree of implementation of activities and achievement of outputs.....	91
Annex 4 - Level of fulfilment of indicators of results and objectives	100
Annex 5 – Mission Programme	115
Annex 6 - List of people interviewed.....	117
Annex 7 - Presentation of the reference sites visited	121
Annex 8 – Bibliography	140
Annex 9 – Evaluation Consultant Agreement Form.....	144

List of tables and figures

Tables

Table 1 – Main stages of formulation of UNDP/GEF Support to EP III.....	8
Table 2 – Date of validation and annual sign-off of Work Plans.....	19
Table 3 – Annual execution of budgets planned in AAPs/AWPs.....	20
Table 4 – Annual financial execution of UNDP/GEF Support to EP III project.....	21
Table 5 – PMU operating costs since inception of UNDP Support for EP III in 2005.....	23
Table 6 – Mobilisation of co-financing.....	24
Table 7 – Evaluation ratings.....	49

Figures

Figure 1 – Annual financial execution.....	21
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Acronyms

AAP	Annual Action Plan
ANGAP	<i>Association Nationale pour la gestion des aires protégées</i> [National Association for Protected Area Management]
AWP	Annual Work Plan
CELCO	<i>Cellule de coordination du PEIII</i> [EP III Coordination Unit]
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CLB	<i>Communauté locale de base</i> [Local Community Group]
CLEP	<i>Comité Local d'Examen des Projets</i> [Local Project Appraisal Committee]
CLP	<i>Comités locaux des parcs</i> [Local Parks Committees]
CNFEREF	<i>Centre National de Formation, d'Etudes et de Recherche en Environnement et de Foresterie</i> [National Centre for Environmental Training, Studies and Research and Forestry]
CSA	<i>Centre de service agricole</i> [Agricultural Service Centre]
DB	Database
DIM	Direct Implementation
DREF	<i>Direction régionale de l'environnement et des forêts</i> [Regional Department for the Environment and Forests]
DRPRH	<i>Direction régionale de la pêche et des ressources halieutiques</i> [Regional Department for Fisheries and Aquatic Resources]
EA	Executing Agency
EP III	Environment Programme III
FRDA	<i>Fonds régional pour le développement agricole</i> [Regional Agricultural Development Fund]
LOA	Letter of Agreement
MAP	Madagascar Action Plan
MDG	Millennium Development Goals
MEF	<i>Ministère de l'environnement et des forêts</i> [Ministry of the Environment and Forests]
MPRH	<i>Ministère de la pêche et des ressources halieutiques</i> [Ministry of Fisheries and Aquatic Resources]
MYWP	Multi-year Work Plan
NEX	National Execution
NIM	National Implementation
NR	Natural Resources
ONE	<i>Office National de l'Environnement</i> [National Environment Office]
PA	Protected Area
PASZ	Protected Area Support Zone
PCD	<i>Plans communaux de développement</i> [Commune Development Plans]
PMU	Project Management Unit
PNAE	<i>Plan national d'action environnemental</i> [National Environmental Action Plan]
ProDoc	Project Document
PSDR	<i>Programme de soutien au développement rural</i> [Rural Development Support Programme]
RTA	Regional Technical Advisor
SAGE	<i>Service d'Appui à la Gestion de l'Environnement</i> [Environmental Management Support Service]
SDS	Special Development Situation
SNRM	Sustainable Natural Resource Management
TA	Technical Assistant
ToM	Transfer of Management
ToR	Terms of Reference
UCPE	<i>Unité de coordination des projets environnements</i> [Environmental Project Coordination Unit]
UNDP	United Nations Development Programme
WB	World Bank

Executive summary

UNDP/GEF Support to Madagascar's Third Environment Programme, Support to the Protected Area Network and Strategic Zones is a Malagasy Government initiative co-financed by, among others, the GEF, UNDP, the Malagasy Government and other technical and financial partners. EP III is the third five-year phase of the *Plan National d'Action Environnemental* (PNAE, National Environmental Action Plan) of the Government of Madagascar. The GEF supported EP III through a joint WB-UNDP GEF programme whereby the UNDP-supported project targeted community management of natural resources in PASZs, while the WB-supported project was aimed at supporting the management of the PAs themselves and the long-term financial sustainability of the national PA system.

This initiative was launched in 2005 and was implemented through national execution (NEX, then NIM) from July 2005 to June 2009, and then through direct implementation (DIM) after Madagascar move to Special Development Situation status. It intervenes in two specific areas located in three regions: Diana and Sofia in the north-west, and Atsimo Andrefana in the south-west. Specifically, they cover the four PA support zones (PASZs) managed by Madagascar National Parks, namely Lokobe/Nosy Tanikely and Sahamalaza/Radama Islands in the north and Mikea and Nosy-Ve/Androka in the south. The project intervenes in 13 reference sites within these four PASZs which are representative of the three ecosystems present within these PASZs, namely coral reefs and lagoons, mangroves, and dry woodland and thorn forest.

The aim of this terminal evaluation is to analyse what has been achieved by the project towards its initial objectives so that it can serve as a vehicle for change for UNDP and GEF programming and for the host country in terms of its policy. This evaluation plays a critical role in boosting accountability and institutional learning.

The evaluation methodology involved six main phases: (i) a preliminary documentation review; (ii) the development of an inception report presenting the evaluation structure (evaluation matrix, evaluation questions, indicators, sources of information and collection methods), a field mission timeline and interview protocols; (iii) a field mission in Madagascar, interviews with stakeholders in Antananarivo and during the visit to seven project sites; (iv) an in-depth documentation review and a detailed analysis of the data gathered; (v) the submission of a draft report on 10 October 2012; (vi) the development of a final report.

The findings of the evaluation with respect to the five evaluation questions covering the project design, its implementation and finally its outcomes, are set out below.

Project Design

The **EP III design process was participatory and consultative**, and relatively efficient. Although the ProDoc for UNDP/GEF Support to EP III was fairly complete, it was quite poorly articulated, its presentation was inconsistent and there was a general lack of clarity, which made it difficult to interpret and understand. The revision in 2008 of the project strategy, outcomes and expected outputs was necessary and **the new outcomes and outputs identified are still relevant, consistent and well-articulated** in terms of achieving the immediate objective of the project.

This support is relevant to the needs, priorities, objectives and expectations of the direct beneficiaries, communities and their representative bodies, and the various actors involved in the management of the PASZs and their gradual transfer to the CLBs. This support is relevant to the strategy and policy of the Ministry of Environment for the management of natural resources outside PAs, the Malagasy legislative framework for environmental management, the National Strategy for the management of biodiversity and MNP's new 2012-2016 Strategic Plan. It is also relevant to the Strategic Objectives 1 and 2 of the Biodiversity Focal Area of GEF-4 and GEF-5 and also the environmental protection component of the UNDP's 2008-2011 CPAP which contributes to the achievement of Outcome 4 of UNDAF 2008-2011. **The evaluation team therefore finds that the UNDP/GEF Support to EP III was Relevant (R).**

The 13 reference sites were initially selected when UNDP/GEF Support to EP III was being formulated, including on the basis of what was achieved by EP II. Although some of these sites appear to be quite distant from the PAs concerned, **this choice is relevant to the strategy of testing tools and approaches for the sustainable co-management of natural resources** which are specific to each site and can be replicated in neighbouring zones.

Little consideration was given to the gender dimension in the ProDoc, but it was subsequently well integrated into the activities supported by the project and into its management.

Execution and implementation

Although this project suffered from a lack of communication with its partners during the first two years of its implementation, it was later able to **strengthen its engagement, dialogue and communication with its partners**. It remained active and was able to continue providing support after the political crisis that Madagascar underwent from 2009 onwards. This helped to make it more visible to its direct beneficiaries.

Coordination and collaboration between the UNDP/GEF support and the WB/GEF support to EP III were limited throughout the project. Collaboration between the project and the government institutions was strengthened primarily from 2008 onwards, and then in 2010 and 2011 with the implementation of the Letters of Agreement, which made it possible to boost the ownership of the project by the MEF and its Central Departments, the DREFs and DRPRHs. Collaboration with MNP is good. At regional level, **the coordination of the various interventions** by the DREFs in the three regions **is satisfactory**, though the large number of stakeholders in the area of the new PA of Ranobe PK32 in the South is posing challenges in terms of coordination. The project successfully established fruitful cooperation with several partners in the South.

The various **administrative authorities were well involved in decision-making** and implementation throughout the project. The communities supported were engaged with and consulted in all activities implemented since the inception of the support. The **principles, approaches and tools** relating to Transfer of Management (ToM) have been **very well adopted by the various CLBs**.

The **annual programming of activities was consultative and participatory**. However, the **validation** and sign-off of the Annual Work Plans (AWPs) were generally affected by **delays** which posed certain problems in terms of allowing activities to begin each year. Nonetheless, the PMU performed quite well despite this situation and always achieved satisfactory annual execution levels. As of the date of this evaluation, 94% of the funds available through GEF financing had been disbursed. Assuming 100% execution of the budgets programmed in the 2012 AWP, the balance available at the operational closure of the project scheduled for December 2012 should be USD 200,000 from the funds supplied by the GEF. **The use of the financial resources was relatively efficient** in relation to the various supported activities and the level of achievement of expected outputs. The management costs, valued at approximately 10% of the overall budget, are relatively low for a project of this scale and the evaluation team finds that the PMU was efficient in the implementation of this support.

The **level of co-financing mobilised**, estimated at 75% of co-financing expected in the ProDoc, **is satisfactory**. This percentage does not include the involvement of staff of the Central Departments of the MEF, or agents of the three DREFs and of the three DRPRHs in the implementation of the project, which is difficult to quantify in the absence of reliable data.

The administrative, accounting and financial management **procedures were relatively lengthy and restrictive** throughout the implementation of the project. However, these constraints had **little effect** on the implementation of activities and the achievement of the expected outputs and outcomes. **The project team and UNDP were able to adapt and react positively** to the situation brought about by the Malagasy political crisis, and demonstrated **good adaptive management capacities** in face of this crisis. The evaluation team assesses the **quality of implementation by UNDP as Satisfactory (S)**.

A UNDP/GEF Support to EP III steering committee met annually between 2006 and 2012. **It fully played its role of providing strategic guidance** to the project in a participatory manner. When the team was complete, the **human resources** made available to the Project Management Unit were **generally sufficient** to implement the project effectively. However, due to the **high turnover** of staff, these **resources were limited at times**. Despite repeated recommendations to recruit national or international technical assistance, no such recruitment occurred. Such TA could, however, have bridged the observed human resources gap and provided considerable support to the PMU, and the Technical Departments of the MEF, with regard to technical aspects. The logistical resources provided were found to be adequate. **The quality of the work and outcomes of the various services** provided as part of this project is **found to have been satisfactory**.

The **monitoring and evaluation framework and tools** at project entry were not adequate and the evaluation team rates them as **Moderately Unsatisfactory (MU)**. This monitoring and evaluation framework was then reviewed in 2007 and 22 performance indicators were established. The evaluation team finds that **not all of these indicators and the definitions of their baseline scenarios and targets are relevant** or adapted. Despite this, the project team was able to work with this monitoring framework and managed to provide relevant data for the majority of these indicators on an annual basis. The evaluation team welcomes the **transfer of competence to the DREF for the environmental monitoring** of reefs/coral, mangroves and dry woodland which was completed in 2012. The risk identification and management system put in place is in line with the system advocated by UNDP/GEF, and its use was efficient and exhaustive. The evaluation team finds that the **implementation of the monitoring and evaluation framework was Moderately Satisfactory (MS)**.

Outcomes

The project contributed to the **implementation of PASZ integrated management systems in all three ecosystems**. **Efforts to incorporate the environmental dimension** into development planning at commune level **were made**. The inter-communal conflicts' resolution platforms are currently non-operational and require additional technical and financial support to enable them to provide inter-communal oversight of activities, coordinate the various interventions in PASZs and resolve disputes arising between CLBs and illegal operators. These **platforms form an integral part of the decentralised natural resource management system** and must, therefore, be operational.

Various forms of support were given to develop the sustainable fisheries sector in the 12 reference sites. Despite the adoption of improved fishing methods by targeted fishermen and the increased catches and economic gains resulting from these fishing practices, **the shortage of adapted fishing equipment is a constraint to the replication of these methods**. Traditional fishing methods remain the dominant practices of local communities. The other sectors supported within the reference sites **are bringing benefits for the CLB and beneficiary groups**, even though the **adoption of some of them is not guaranteed**.

In total, 43 processes of ToM of forest and marine resources to CLBs in the PASZs were supported, with a high level of community support. **Resource management was effectively transferred to the CLBs** which benefited from **a renewal of a first ToM** and hence acquired skills and capacities thanks to support over the medium term. Transfer of skills is under way for CLBs which have just benefited from a first ToM. **The effectiveness of the promoted natural resources decentralised management processes and ToM is dependent on the local context** and various local factors which affect the implementation of the approaches and tools promoted. Rigour must be maintained in the implementation and support to ToM processes in the future to ensure good ownership and capacity-building for the beneficiary CLBs, and to consolidate decentralised natural resource management systems in the support zones to PAs which have not been targeted so far.

The impact of this decentralised management is mainly being felt for the mangrove and reef ecosystems within the reference sites in the North zone, whose health is being maintained. The ToM conducted **within the forest reference sites and coastal zones in the South is yielding less convincing results** even though the CLBs have likewise adopted the various tools made available. As for the reefs in the South zone, the strain being placed on them by fishing effort is very great and traditional

fishing methods remain dominant. The dry woodland ecosystems are under a great deal of strain due in particular to the intensive production of charcoal by external persons, clearing and uncontrolled bush fires.

The **database developed by the project is currently poorly operational** due to logistical, technological and institutional constraints. It cannot be consulted online and the quantity of data being uploaded is limited, due in particular to institutional barriers in terms of the sharing, dissemination and publication of documents. This knowledge management system must be strengthened to allow the identification and replication of good SNRM approaches.

The introduction of new fishing methods has helped to improve the incomes and standard of living for the targeted fishermen. The use of wood and non-wood forest products which was supported by the project also created new IGAs. The supported communities demonstrated a high level of awareness of the importance of conserving resources through a number of new initiatives and positive behaviour changes.

Significant community support was provided by the project so that the CLBs which received ToM contracts could be structured and given responsibility. These **CLBs were all trained in the use of the technical, administrative and legal tools** required for resource management. However, these CLBs have different levels of capacity to monitor and manage resources and to enforce access regulations in particular.

It is **likely** that the approaches tested within the reference sites **will be replicated** in other zones if the socio-economic and institutional context allows and if additional support is given.

The table below presents a summary of the TE ratings for the UNDP/GEF Support to EP III, including the progress made towards achieving outcomes, the overall performance of the project and the likelihood of sustainability for these outcomes.

Evaluation ratings

Evaluation ratings:			
1. Monitoring and evaluation	rating	2. Execution	rating
M&E design at entry	MU	Quality of UNDP implementation	S
M&E implementation	MS	Overall performance in terms of project execution	S
Overall quality of M&E	MS		
3. Assessment of outcomes	rating	4. Sustainability and replication	rating
Relevance	R	Financial factors:	MU
Effectiveness:		Socio-economic factors:	L
Achievement of outcome 1	S	Institutional factors and governance:	ML
Achievement of outcome 2	S	Environmental factors:	ML
Achievement of outcome 3	HS	Overall likelihood of sustainability of outcomes achieved:	ML
Achievement of outcome 4	MS		
Efficiency	S		
Achievement of immediate objective	S		

In light of the analysis and findings presented in this report, the evaluation team makes the following recommendations with a view to inform decision-making and improve development and implementation of policies in Madagascar, and also with a view to inform the future vision for biodiversity management of

dry woodland and thorn forest, mangrove and coral reef ecosystems. These **recommendations, which are summarised below, are set out in detail in the report** and have been listed in the order in which they appear in the text:

- R1.** Consider for all new support to PASZ management, MNP's vision and achievements in terms of PA management as set out in the strategic areas of MNP 2012-2016 strategic plan. For the future, also refer to the 2011-2020 Biodiversity Strategic Plan developed as part of the UNCBD and Aichi Targets, including its five strategic goals and 20 objectives.
- R2.** Coordinate the various approaches and parties active in the PASZs through stronger DREF leadership and support to the dialogue platforms in place.
- R3.** When implementing initiatives of this kind, validate and sign off AWP's earlier in the year so that project teams can start activities by February at the latest. In addition, mobilise the initial Authorised Spending Limits in the absence of a validated AWP.
- R4.** Develop the AWP's/AAPs based on a template which follows the numbering and format of the Multiyear Work Plan and/or the logframe, in order to make it easier to monitor and report on the implementation of activities and achievement of outputs and outcomes.
- R5.** Consider mobilising the balance available from GEF financing to support the recommendations made in this report.
- R6.** As far as possible, streamline service provider recruitment processes when implementing this kind of initiative and implement automatic renewal arrangements which can speed up the process of contracting with service providers, while retaining a clause making provision for cancellation in the event of default.
- R7.** To implement this type of initiative, create a decentralised management system with at least one full-time person in the regions to make it possible to coordinate and support the work of the DREFs, communes and communities/CLBs.
- R8.** Implement a computerised monitoring and evaluation system from the beginning of projects which makes it possible to consolidate and mainstream the various outputs.
Identify SMART indicators, within reasonable limits, whose monitoring and measurement do not require excessively sophisticated technical skills and for which the project team possesses skills internally.
- R9.** Adopt a reporting model from the inception of projects onwards in order to make monitoring of activity implementation easier and to make capitalising simpler.
- R10.** Continue with and duplicate the environmental monitoring system implemented at other sites, in accordance with the protocols and approaches in place, to give a fuller picture of the condition of ecosystems and coral reef, mangrove and dry woodland resources.
Run a refresher training course lasting for a fortnight for DREF officers who have been trained in underwater diving and marine environmental monitoring. To guarantee officers' safety, arrange maintenance for diving equipment and take responsibility for the renewal of divers' insurance.
In addition, support the Special Environmental Monitoring Service within the MEF and its Biodiversity Conservation Department and Protected Areas System (BCD/PAS) with responsibility for coordinating environmental monitoring of the whole of the Protected Areas System in accordance with both CBD and national-level policy and strategies.
- R11.** To make participatory management of an entire PASZ effective, make use of the cores which were strengthened through this support and disseminate and adapt their approaches, tools, best practice and lessons learned within neighbouring zones.
- R12.** Continue with the technical and financial support and strengthen the dialogue and conflicts' resolution platforms currently inoperational in order to contribute to intercommunal supervision of SNRM activities, the coordination of the various interventions in the PASZs and the resolution of disputes arising between CLBs and illegal operators. In addition, assist the restructuring of platforms whose operation is being undermined by internal conflicts.

- R13.** Increase the technical and financial assistance that have been provided to develop economic sectors, in particular for the fisheries sector by supplying improved fishing equipment, and to IGAs in order to achieve greater impacts on biodiversity conservation in marine and coastal PASZs, to achieve greater critical mass and hence to limit the stress on NR.
- R14.** Conduct additional scientific studies of commercial CITES or non-CITES species, combined with traditional knowledge, on a larger geographical scale to establish the abundance of the identified species which are of great interest to operators.
- R15.** Properly register and formalise ToM contracts which are being renewed and/or implemented and have *dina* approved by an approval authority.
- Continue with the process of ToM through the DREFs and extend it to sites contiguous to those which have benefited from a first contract and/or renewal. Maintain rigour in the implementation and support of ToM processes in future.
- R16.** Continue with community support and mobilisation activities for CLBs which have benefited from ToM processes in order to optimise their NR management practices, and especially for CLBs which are currently benefiting from a first ToM contract.
- R17.** Make the document bank operational by proposing and signing an institutional agreement between the various stakeholders which would clarify the arrangements for supplementing this DB and sharing and distributing documents and data.
- In addition, turn it into a database which will make it possible to use and exploit the data contained in the documents and reports, in order that lessons learned and best practice can be identified systematically, statistical data and traditional knowledge can be consolidated, policy briefs can be drawn up, etc.
- R18.** Continue to raise awareness of conservation, especially in zones which have not undergone ToM and within sites such as Ranobe where forest degradation is continuing and adding to a set of institutional and organisational challenges created by various local actors. In addition, in Ranobe, regulate charcoal production practices in order to limit the stress on forest resources.
- R19.** Conduct an impact study on the various interventions which have been implemented on the PASZs over the last 10 or 15 years in order to compare the different approaches which have been followed, the extent to which communities have taken ownership of them, their effectiveness in the management and conservation of NR, the sustainability of the outcomes achieved and the degree of replication and mainstreaming of best practice and the lessons learned from these various interventions.

1. Introduction

1.1 Evaluation objectives

As mentioned in the Terms of Reference (ToR) attached in Annex 1, the objective of the Terminal Evaluation (TE) of the UNDP/GEF Support to Environment Programme III (EP III), Support to the Protected Area Network and Strategic Zones project is to analyse what has been achieved by the project in terms of its initial objectives, so that it can serve as a vehicle for change for UNDP and GEF programming and for the host country in terms of its policy. This evaluation plays a critical role in boosting accountability and institutional learning.

As stated in its ToR, the objectives of this TE are as follows:

1. To evaluate the relevance, performance and success of the project in the achievement of its objective.
2. To identify the early signs of any impact and the sustainability of the outcomes, including the contribution to building the capacities of local beneficiary organisations, and the achievement of global environmental objectives.
3. To identify/document the lessons learned and make recommendations likely to improve the design and execution of other UNDP/GEF projects.
4. To increase organisational learning through focus on development work.
5. To make recommendations with a view to inform decision-making and improve development and implementation of policies in the host country. These recommendations must also help to shape the future vision for biodiversity management of dry woodland and thorn forest, mangrove and coral reef ecosystems.

The evaluation also analysed in detail the design of the project, its strategy, its reporting, its monitoring and evaluation system, the use of technical assistance, relationships with partners and effective use of financial resources.

1.2. Methodology used

The main phases of this terminal evaluation were as follows:

Phase 1: Preliminary documentation review

The evaluation team carried out a preliminary documentation review which helped to identify the evaluation questions and indicators which guided the evaluation process. An evaluation matrix presenting these various items is presented in Annex 2. This evaluation matrix was central to the structuring and implementation phases of this evaluation.

Phase 2: Inception report

An inception report was drawn up and validated after the documentation review was completed and proposed the evaluation structure (evaluation matrix, evaluation questions, indicators, sources of information and collection methods). This inception report included the criteria for the selection of the reference sites and the presentation of the seven sites selected for field visits, a proposed field mission timetable based on the selection of these seven sites, an updated work plan for the remainder of the evaluation process, and interview protocols designed for each type of stakeholder to be interviewed.

Phase 3: Field mission in Madagascar, interviews with stakeholders in Antananarivo and visit to seven reference sites

After the inception report was approved, the international and the national evaluators conducted interviews in Antananarivo with the following key actors: UNDP staff, officials from the Ministry of the Environment and Forests (MEF), representatives of Madagascar National Parks (MNP), the coordinator of the *Unité de coordination des projets environnements* [Environmental Project Coordination Unit] (UCPE –

formerly CELCO), staff from the UNDP Support to EP III Project Management Unit (PMU), and the leaders and technicians from the NGOs and research departments which acted as partners for the project.

The evaluators then visited a representative sample of the project intervention reference sites. To obtain a stratified sample which was as representative as possible of the diversity of the 13 reference sites, the following selection criteria were applied: (i) Balanced geographic distribution between the North and South zones; (ii) Representativeness of Protected Area Support Zones (PASZs) – four Protected Areas (PAs) targeted by the project to be covered; (iii) environmental representativeness of the three types of ecosystem, namely coral reefs and lagoons, mangroves and dry woodland; and (iv) accessibility of sites. On the basis of these criteria, the following reference sites were selected for the site visits:

- *North zone:*
 1. Ambatozavavy – PA of Lokobe/Nosy Tanikely, coral reef and lagoon ecosystem
 2. Antsahampano – PA of Lokobe/Nosy Tanikely, mangrove ecosystem
 3. Maromandia – PA of Sahamalaza, mangrove ecosystem
- *South zone:*
 4. Ifaty Mangily – PA of Nosy-Ve/Androka, coral reef and lagoon ecosystem
 5. Amboboke – PA of Mikea, dry woodland ecosystem
 6. Manombo – PA of Nosy-Ve/Androka, coral reef and lagoon ecosystem
 7. Ranobe – PA of Mikea, dry woodland ecosystem

A description of these sites prepared by the PMU is presented in Annex 7.

To harmonise the data collection approaches and tools, the two evaluators visited the first reference site together and then visited the other six sites separately (the field mission timeline is presented in Annex 5). During these visits, the evaluators conducted focus groups and interviews with local community groups (CLBs - *Communautés locales de base*) and their organisational bodies, members of regional planning and conflicts' resolution platforms, the local authorities, Regional Directors of the Environment and Forests and Regional Directors of Fisheries and Marine Resources, representatives of MNP, members of the network of SNRM practitioners involved in managing knowledge of the three target regions, the project's various technical and financial partners, and finally leaders and technicians from the NGOs and research departments which acted as key partners of the project.

Photo 1 – Members of the Amboboaka CLB met during the field mission



The evaluation team conducted individual interviews with the various stakeholders identified and focus groups with the beneficiaries and local civil-society organisations. A list of stakeholders met during the course of this evaluation is provided in Annex 6. In total, just over 100 people were interviewed on a one-to-one basis during this field mission and nearly 370 people were met through the focus groups.

Prior to this field mission in Madagascar, a telephone interview was also conducted with the UNDP-GEF Biodiversity Regional Technical Advisor (RTA) based in Pretoria.

At the end of their field mission, the two evaluators conducted a comprehensive mission debriefing in Antananarivo with representatives of the MEF, representatives of UNDP Madagascar, the UNDP-GEF Biodiversity RTA and officials from the PMU. A PowerPoint presentation in French was prepared and presented in order to summarise the preliminary evaluation findings.

Phase 4: Documentation review and detailed analysis

On the basis of the information sent to the evaluators before the field mission and the data gathered during the interviews which took place in Madagascar and over the phone, the evaluation team conducted an in-depth documentation review, following evaluation indicators, in order to answer the evaluation questions (a full list of the documents reviewed is provided in Annex 8). The evaluators then cross-

analysed and triangulated the quantitative and qualitative data gathered on the basis of the results of the interviews, the observation and the documentation review. The team conducted this data triangulation (validation) by cross-checking them through various collection tools, which were used in such a way as to provide a firm basis for its findings and the lessons learned. Contextual information was added to the team's findings and the quantitative data to make it easier to interpret and analyse them and formulate appropriate conclusions.

Phase 5: Draft report

During the two weeks after the field mission, the evaluation team developed the draft report in French which was submitted on 10 October to UNDP Madagascar, the PMU and the UNDP/GEF RTA; they submitted it to the MEF and other relevant stakeholders.

Phase 6: Final report

Comments received from the UNDP Office, the government and the UNDP/GEF RTA, and other stakeholders on the draft report were taken into account in the development of the final report. The original French version of this final report was submitted on 7 December to UNDP Madagascar, the PMU and the UNDP/GEF RTA; they submitted it to the MEF and other relevant stakeholders.

This English translation of the final report was commissioned by UNDP. It has been summarily reviewed by the international consultant.

1.3. Frame of reference for the evaluation

This section presents the tools used to structure the evaluation approach, including the development of an operational analysis structure (evaluation questions, indicators and information sources). This framework has been used to shape the subsequent phases of data collection and analysis.

The evaluation questions presented here stem from analysis of the ToR and a preliminary documentation review. These evaluation questions should meet the various expectations expressed in the ToR for the TE. They cover the five OECD/DAC criteria, namely: (i) Relevance; (ii) Effectiveness; (iii) Efficiency; (iv) Impact; and (v) Sustainability. To ensure consistency between the ToR for the evaluation and the evaluation report structure proposed in the ToR Annex, these assessment questions were grouped as per the sections proposed for this report in the “Outcomes and Conclusions” section, namely (i) Project design; (ii) Execution and implementation; and (iii) Outcomes.

On this basis, the evaluation questions proposed for each evaluation level covered by the TE are as follows. For each evaluation question, evaluation sub-questions were also set; they are presented in the evaluation matrix set forth in Annex 2.

Project design

Q1. Was the design of the project satisfactory, and were the proposed implementation strategy, and the planned activities, relevant to the outputs, the expected outcomes and the achievement of the project objectives, and also to the strategic objectives of the GEF and the UNDP intervention framework and national development policies and strategies? (*Relevance*)

Execution and implementation

Q2. Did the various national and local stakeholders take ownership of the project and its interventions, and is their level of participation adequate? (*Effectiveness and Efficiency*)

Q3. Was the implementation of the project efficient, in accordance with national and international standards? (*Efficiency*)

Outcomes

- Q4.** What contribution did the project make to the achievement of the expected outcomes and the objective, and the reduction of environmental stress and/or improvement of the ecological status of the PASZs? (*Effectiveness and Impact*)
- Q5.** What is the likelihood of sustainability, replication and mainstreaming of the outcomes and best practice following implementation of the project? (*Sustainability*)

This evaluation structure is presented in the evaluation matrix attached in Annex 2. This matrix, the main tool used to structure and collect information for this evaluation, summarises the evaluation questions (Q) and the sub-questions and indicators (I) which inform each evaluation question. The collection methods and sources of information used to inform indicators are also identified and presented in this matrix.

1.4. Evaluation report structure

Having given a concise description of the objectives of this evaluation and the methodology followed, this evaluation report firstly presents the evaluation context and gives a brief description of the UNDP/GEF Support to EP III project. It then presents the evaluation team's findings in relation to the various evaluation questions set out above and the corresponding evaluation sub-questions. A summary conclusion is systematically presented for each evaluation question. These findings are structured into three main sections, namely: (i) Project design; (ii) Execution and implementation; and (iii) Outcomes.

After presenting these findings, the report brings the various conclusions together in a special section before introducing the recommendations made on the basis of these conclusions.

2. The project and its context

UNDP/GEF Support to *Madagascar's Third Environment Programme*, Support to the Protected Area Network and Strategic Zones is a Malagasy Government initiative co-financed by, among others, the GEF, UNDP, the Malagasy Government and other technical and financial partners.¹ *Madagascar's Third Environment Programme* is the third five-year phase of the *Plan National d'Action Environnemental* (PNAE, National Environmental Action Plan) of the Government of Madagascar. The aim of this programme as defined in the EP III strategy paper published in August 2002 was as follows:

*The importance and quality of natural resources are conserved and exploited in order to make sustainable economic growth and a better quality of life possible.*²

GEF supported EP III through a joint WB-UNDP GEF programme whereby the UNDP-supported project targeted community management of natural resources in PASZs, while the WB-supported project was aimed at supporting the management of the PAs themselves and the long-term financial sustainability of the national PA system.

The goal of the joint implementation of the projects supported by the WB and UNDP, as stated in the joint WB-UNDP GEF project document, is as follows:

*Natural resource management and biodiversity protection in critical ecoregions are established on a real and sustainable basis with the active participation of local communities and other interested parties, with environmental dimensions being integrated effectively into political and investment decision-making.*³

¹ The co-financers of EP III as a whole include USAID, KfW/GTZ, Coopération Suisse, FAC, and the NGOs WWF, Conservation International, WCS and Tany Meva

² Government of Madagascar. *Plan d'actions Environnemental. Programme Environnement III. Document Stratégique*. Antananarivo. August 2002. p.23

³ Roby, D. *Evaluation de la première année de mise en œuvre. Projet d'appui au PE3*. Antananarivo. December 2006. p.14

The immediate objective of the project supported by UNDP/GEF, as stated in the 2005-2006 project implementation report (PIR) submitted to the GEF, is as follows:

Sustainable natural resource management systems are established and strengthened in the PASZs.⁴

The EP III, *Support to the Network of PAs and Strategic Zones* project supported by UNDP/GEF started in 2005 for a five years period of implementation. It is due to end in June 2012 following two no-cost extensions agreed in December 2010 and August 2012⁵.

The project was implemented through National Execution (NEX, then NIM) from July 2005 to June 2009 under the successive management of CELCO [EP III Coordination Unit] and then the General Secretariat of the Ministry of the Environment and Forests from 2008 onwards. This institutional change was made in 2008 at the request of the Minister of the Environment⁶ and with the agreement of UNDP⁷. Madagascar's move to Special Development Situation (SDS) status in April 2009 triggered the gradual transition of the management arrangement to Direct Implementation (DIM) via NIM, with UNDP as the party responsible for recruitment and procurement operations until April 2010.

Initially, the UNDP/GEF-supported project included two components split into five expected outcomes, namely:

Component 1: Sustainable National Resource Management (SNRM) in the PA Support Zones

- *Outcome 1:* SNRM and biodiversity conservation are improved by their full integration into development planning in PA Support Zones through stakeholder participatory planning structures (fora) and other means;
- *Outcome 2:* Measures to ensure biodiversity conservation and productive SNRM developed in the field reference sites are replicated and adapted in the PASZs;
- *Outcome 3:* Participatory management systems for marine and coastal protected areas are improved through the integration of SNRM principles.

Component 2: SRNM Knowledge Management

- *Outcome 4:* SNRM knowledge production contributes to efficient management of natural resources in Madagascar;
- *Outcome 5:* Sharing the knowledge relative to SNRM among the stakeholders contributes to efficient and sustainable management.

The project underwent a first evaluation after one year of implementation, and then a mid-term evaluation in 2008 which resulted in, among other things, the expected outcomes in the logframe being reformulated. This reformulation also came about as a result of the Ministry of the Environment's request to review the outcomes of the "UNDP/GEF Support to EP III" project document in order to simplify their definitions and make their understanding and ownership easier for all stakeholders. UNDP responded favourably to this request. The performance indicators were also revised in line with the new outcomes' definition.

The new outcomes' definitions as set out in the 2009-2012 Annual Work Plans (AWPs), and the Annual Activity Reports since 2008, are as follows⁸:

- *Outcome 1:* The environmental dimension is integrated into development activities;
- *Outcome 2:* Incomes are generated for communities through the exploitation of biodiversity;
- *Outcome 3:* Resource management is transferred to communities;

⁴ *ibid.* p.15

⁵ United Nations Development Programme. Regional Technical Advisor. *Internal Memorandum. No cost extension authorisation.* Johannesburg. 16 August 2012. 1 p.

⁶ Ministry of the Environment, Water and Forests and Tourism. *Demande de révision du document de projet pour le Projet d'appui du GEF/PNUD pour le Programme Environnemental.* Antananarivo. 3 April 2008. 1 p.

⁷ United Nations Development Programme. Resident Representative. *Révision du document de projet pour le projet "Appui PNUD/GEF au PEIII".* Antananarivo. 23 April 2008

⁸ Note that the numbering of these expected outcomes is not consistent in the various documents produced by the project, be they AWP or Annual Activity Reports.

- *Outcome 4:* Scientific knowledge and traditional knowledge of biodiversity conservation become tools for biodiversity conservation.

The project was implemented in two specific zones located within three regions: Diana and Sofia in the north-west and Atsimo Andrefana in the south-west. Specifically, they cover the four PA support zones managed by Madagascar National Parks, respectively Lokobe/Nosy Tanikely and Sahamalaza/Radama Islands in the north and Mikea and Nosy-Ve/Androka in the south. The project was implemented in 13 reference sites within these four PASZs which are representative of the three ecosystems present in these PASZs, namely coral reefs and lagoons, mangroves, dry woodland and thorn forest, as follows:

- *North zone:* Ambatozavavy, Antanamitarana, Nosy Sakatia, Nosy Berafia, Antsitrana, Antsahampano, Maromandia; and
- *South zone:* Sept Lacs, Ranobe, Amboboaka, Anakao, Ifaty Mangily, Manombo.

Photo 2 – MNP Directory of the Sahamalaza/ Radama Islands Park



The PMU is made up of a coordinator, an administrative assistant, a financial officer and a driver. Further to a recommendation made in the mid-term evaluation conducted in 2008, a monitoring and evaluation officer was recruited at the end of 2008 to implement a monitoring and evaluation system which met the needs of the MEF, UNDP and GEF. Two facilitators were also in post at the regional level between 2010 and 2011. Two Income Generating Activities (IGA) experts were also in post at the regional level from 2011 onwards. Various NGOs and research departments were also involved as service providers to implement the project and liaise between the project and communities, including the NGO SAGE (*Service d'Appui à la Gestion de l'Environnement*, Environmental Management Support Service), the *Centre National de Formation, d'Etudes et de Recherche en Environnement et de Foresterie* (CNFEREF, National Centre for Environmental Training, Studies and Research and Forestry), and the consulting firms Océan Consultant and BIODÉV Madagascar Consulting.

3. Findings

Project design

Q1. Was the design of the project satisfactory, and were the proposed implementation strategy, and the planned activities, relevant to the outputs, the expected outcomes and the achievement of the project objectives, and also to the strategic objectives of the GEF and the UNDP intervention framework and national development policies and strategies?

Findings:

The design and formulation of EP III took account of the various recommendations which arose out of the evaluation of EP 2 and its main achievements. **The formulation process was participatory and consultative, and relatively efficient.** Although the ProDoc for UNDP/GEF Support to EP III was fairly complete, it was quite poorly articulated, its presentation was inconsistent and there was a general lack of clarity, which made it difficult to interpret and understand. **This finding led to a revision of the project strategy and the outcomes and expected outputs** in 2008, at the request of the MEF and with the agreement of UNDP. This reformulation was necessary and the new outcomes and outputs identified are relevant, consistent and well articulated in terms of achieving the immediate objective of the project.

UNDP/GEF Support to EP III is **relevant to the needs, priorities, objectives and expectations** of the direct beneficiaries, the communities and their representative bodies (CLBs/VOI, associations) and the various actors involved in PASZ management and its gradual transfer to CLBs. This support is **relevant to the MEF strategy and policy for the management of natural resources in the PASZs,**

including the ToM principles and approach. The implementation in 2011 and 2012 of the LOAs (Letters of Agreement) with the three DREFs and DRPRHs concerned made the interventions more relevant to the frameworks for intervention of these institutions.

The EP III intervention framework is **relevant to the Malagasy legislative framework** relating to environmental management, including the Environmental Charter and the PNAE. This intervention is also consistent with the *Stratégie Nationale pour la gestion de la biodiversité* [National Biodiversity Management Strategy] developed in 2004. Its intervention framework ties in with commitment 7 of the Madagascar Action Plan. It is relevant to the objectives of the international agreements ratified by Madagascar. Finally, it is also consistent with the new MNP Strategic Plan 2012-2016. This intervention is also **relevant to Operational Programmes OP1, OP2 and OP3 of GEF-3**, and ties in with **Strategic Objectives 1 and 2 of the Biodiversity Focal Area of GEF-4 and GEF-5**. By virtue of its objective and its intervention framework, this support is **fully in line with the environmental protection component of the UNDP CPAP 2008-2011** which contributes to the achievement of Outcome 4 of the UNDAF 2008-2011.

The evaluation team finds that the **UNDP/GEF Support to EP III was Relevant (R)**.

The institutional set-up as presented in the ProDoc and implemented over the first three years of implementation was relatively relevant and reflected the government's desire to pursue a programme approach coordinated by a single coordination unit. The important and central role given to SAGE for the implementation of this support was underpinned by the achievements of EP II. **These arrangements showed certain limitations which led the MEF and UNDP to review the various institutional arrangements and the roles of the various bodies in 2008.**

The 13 reference sites were initially selected when the UNDP/GEF Support to EP III was being formulated, including on the basis of what was achieved by EP 2, and corresponded to the SAGE intervention zones. This selection was maintained throughout the implementation of this intervention. Although some of these sites appear to be quite distant from the PAs concerned, **this choice is relevant to the strategy of testing tools and approaches for the sustainable co-management of the natural resources** which are specific to each site and can be replicated in the contiguous zones of these sites.

Little consideration was given to the gender dimension in the ProDoc, but it was subsequently well integrated into the activities supported by the project and in its management.

3.1.1. Project design process

In December 2010 Madagascar adopted an Environmental Charter, which was revised and updated in June 1997 and on 19 August 2004.⁹ This Charter establishes the general framework for the implementation of the Madagascar environmental policy. It defines the fundamental principles of this policy and the *Plan d'Actions Environnemental* (PAE, Environmental Action Plan) which stems from the national environmental policy.¹⁰ The PAE is the point of reference for all environmental activity. The PAE was implemented in three phases. EP I was implemented from 1990 onwards and was essentially an inception phase.¹¹ In particular, EP I contributed to the creation of ANGAP (*Association Nationale pour la Gestion des Aires Protégées*, National Association for Protected Area Management), which was responsible for coordinating and managing the country's PAs. The updating of the priority conservation zones in Madagascar (which served as the basis for the zoning of the EP II interventions), special studies of the marine and coastal environment, and the establishment of sector-wide policies incorporating an environmental dimension, as well as the formalisation of certain sustainable foundations for environmental management such as the law on the transfer of management of natural resources (GELOSE), were also supported as part of EP 1. EP 2 aimed to intensify the activities initiated during EP 1, with the aim of "increasing sustainable use of natural resources, including the soil, forest cover and biodiversity in the target zones; and establishing the conditions required to make the management of natural and environmental resources at national level sustainable". It was implemented between 1997 and 2003 and contributed, in particular, to the finalisation of the National Strategy for the Management of

⁹ Republic of Madagascar. *Charte de l'environnement et ses modificatifs. Loi n° 90-033 du 21 décembre 1990 modifiée par les lois n° 97-012 du 06 juin 1997 et n° 2004-015 du 19 août 2004*. Antananarivo. 19 August 2004. 65 p.

¹⁰ Republic of Madagascar. *Plan d'actions Environnemental. Programme Environnement III. Document Stratégique*. Antananarivo. August 2002. p.9

¹¹ *ibid.* p.9

Biological Diversity; the development of a National Strategy for the Integrated Management of Marine and Coastal Resources; the creation of model management plans for coastal zones, mangroves, fisheries and no-take zones; the transfer of renewable natural resource management rights to communities; the creation of CLBs and dialogue platforms; the development and greening of *Plans communaux de développement* (PCDs, Communal Development Plans); and building national institutional capacities in terms of participatory environmental management through the creation of the NGO SAGE (*Service d'Appui à la Gestion de l'Environnement*, Environmental Management Support Service) in particular.¹²

The terminal evaluation of the UNDP-supported components of EP II which was conducted in 2002 presented the issues which needed to be taken into account during the third phase, namely (i) the integration of the biodiversity component into the development of natural resource management documents, PCDs and Transfer of Management (ToM) contracts; (ii) the need to build the capacities of the new institutions created (including SAGE); (iii) the support to the ToM process through special socio-economic studies within communities; (iv) the strengthening of knowledge on biodiversity and environmental data; and (v) boosting monitoring at all levels.¹³ **These various recommendations and the achievements of EP II were taken into account when EP III was designed.** In particular, a matrix was created to demonstrate how the recommendations from the TE of the UNDP/GEF Support to EP II were integrated and taken into account in the design of EP III.¹⁴

The formulation process was participatory and consultative. The majority of the people met during this evaluation felt that they had been well involved in the design of EP III. Furthermore, the design of EP III was based on a programme approach whereby an EP III strategy paper was drawn up first of all, and then a joint WB/UNDP concept document was created and submitted to the GEF Secretariat in September 2003. The Project Document (ProDoc) for UNDP/GEF Support to EP III was drawn up on the basis of this joint document. The table below presents the key stages in the process of formulating this support.

Table 1 – Main stages of formulation of UNDP/GEF Support to EP III

Stage	Date
EP III strategy paper	August 2002
Joint WB / UNDP project concept document submitted to GEF	October 2002
Review of joint WB / UNDP concept document by GEF Secretariat	12 November 2002
Approval of joint WB / UNDP concept document and entry into GEF pipeline	13 June 2003
Approval of joint WB / UNDP ProDoc by GEF Secretariat	End of September 2003
Approval of joint WB / UNDP ProDoc by GEF Council	21 November 2003
LPAC Meeting (Local Project Appraisal Committee) – review of GEF/UNDP Support to EP III PRODOC	24 March 2004
Approval by UNDP	11 May 2004
Annual Action Plan (AAP) 2005 validated and signed off	27 May 2005
Date of signature of ProDoc by Government of Madagascar	11 July 2006
Date of signature of ProDoc by UNDP	12 July 2006

The evaluation team finds that the process was relatively efficient, with just 13 months elapsing between the submission of the joint Concept Document and the approval of the joint ProDoc by the GEF Council. On average, this period is shorter than the period required to formulate the majority of GEF-financed projects (according to the GEF project cycle evaluation conducted in 2007, for projects formulated under GEF-3, the average period between acceptance of a project into the pipeline and inception was 42 months or 3.5 years, and under GEF-2 it was 39 months).

¹² Republic of Madagascar. *Terminal Evaluation UNDP/GEF UNDP/TRAC Components. Madagascar Second Environmental Program*. Antananarivo. July – August 2003, p.vii

¹³ *ibid.* p.xi-xii

¹⁴ United Nations Development Programme/Global Environment Facility. *Programme Environnemental - phase 3 (PE III). Document de projet. Version française*. February 2005, p.49

3.1.2. Quality of GEF Project Document

The UNDP/GEF Support to EP III ProDoc was drawn up on the basis of the WB/UNDP joint document, but it was not signed until July 2006. Although it included an analysis of the context and a description of the strategic programming frameworks in place in Madagascar, **the evaluation team finds that the analysis of the problems, the target scenario and the barriers to achieving this scenario was poorly developed in the ProDoc.**

It then presents the results framework, giving a fairly detailed description of the baseline situation and the expected results of the UNDP/GEF project broken down by expected outcome. However, **the project strategy was not clearly defined, and the way in which the outcomes and expected outputs were defined was still not very clear** (these points were analysed during the mid-term evaluation and the subsequent revisions responded to this finding). This ProDoc then presents the institutional framework for the management of the project. The issues of sustainability, replication and risks, and the overall arrangements for the monitoring and evaluation of the interventions were addressed. Finally, an annex to the ProDoc presents, among other things, a results framework including outcomes and outputs performance indicators, and a detailed budget.

Although this ProDoc is fairly complete, the evaluation team finds that it was poorly articulated, its presentation was inconsistent and there was a general lack of clarity in the document, which made it difficult to interpret and understand. This view is shared by all of the people met during this evaluation. This evaluation conducted in 2006 after the first year of implementation also made this finding, and recommended the use of specific wordings for the development and immediate objectives for the planning, monitoring and evaluation of the project.¹⁵ **These various findings and recommendations led to the revision of the project strategy in 2008,** at the request of the Minister of the Environment and with the agreement of UNDP. The expected outcomes and the outputs were reviewed and updated and the project approach was integrated into the wider intervention framework of the UNDP Country Programme.¹⁶ This revision was endorsed by the UNDP/GEF RTA, even though the latter had expressed disagreement with the grouping of outcomes 4 and 5 under a single outcome.¹⁷ **The evaluation team finds that this reformulation was necessary. The definition of the new outcomes and outputs identified was clearer, more targeted and more relevant. The expected outcomes were also more consistent and better articulated in terms of achieving the immediate objective of the project,** namely that sustainable natural resource management systems are established and strengthened within the PASZs. The evaluation team will report in due course on these new versions of the four expected outcomes as presented in Section 2, “The project and its context”.

3.1.3. Relevance of project objectives to beneficiary needs

The beneficiaries of this UNDP/GEF Support to EP III include various actors involved in the management of the PASZs and the gradual transfer thereof to CLBs, including the Central Departments of the MEF and the three Regional Departments (DREFs) in the regions of Sofia, Diana and Atsimo Andrefana, the Ministry of Fisheries and Aquatic Resources (MPRH) and more specifically its Regional Departments (DRPRHs), the communities present in the PASZs and their representative bodies (CLBs, associations and groups), communes and inter-commune and inter-regional dialogue and conflicts resolution platforms.

As regards the Central Departments of the MEF and DREFs, this support is **relevant to the MEF strategy and policy as regards the management of natural resources on PASZs, including the ToM principles and approach.** The relevance of this intervention was consolidated in 2008 when the institutional arrangements were reviewed and the PMU was transferred from CELCO to the General Secretariat of the MEF, which assisted with the revision of the project strategy. **This transfer resulted in**

¹⁵ Zeidler, J. PA-PASZ Concept. *Protected Areas & PA Support Zones. Madagascar Environment Programme (EP III) Support Project GEF/UNDP. Final Draft.* IECN Namibia. Namibia. 22 June 2008. p.35

¹⁶ EP III / UNDP/GEF Support. *Plan de Travail Pluriannuel. Programme Appui du GEF au PE III : Composante « Projet Appui du PNUD/FEM/GEF au PE III ».* Période : 2008- 2010. 18 July 2008. 5 p.

¹⁷ EP III / UNDP/GEF Support. *Project Implementation Report 2008.* Antananarivo. September 2008

greater involvement of MEF officials and departments subsequently. The arrangements were changed once again in 2009 in the wake of the political crisis in Madagascar and the implementation of SDS status in April 2009, which entailed the relocation of the PMU to UNDP and the commencement of DIM. However, this change had no impact on the relevance of the interventions to the needs and priorities of the MEF and its Central and Regional Departments. In particular, the supported interventions assisted the ToM process coordinated by the MEF and increased the capacities and monitoring capabilities of MEF and DREF officials. The implementation in 2011 and 2012 of the LOAs (*Letters of Agreement*) with the three DREFs concerned made the interventions more relevant to the frameworks for intervention of the MEF and DREFs.

The DRPRHs were primarily involved in the implementation of this support from 2010 onwards. The project assisted the DRPRH's services in their support for fishing communities. LOAs were also implemented in 2011 and 2012 with the three DRPRHs concerned, thereby helping to boost the relevance of the interventions to their work programmes and specific needs.

The intervention forms part of the process of decentralisation, transfer of skills to communes and the implementation and greening of their Commune Development Plans. **The project's objectives and interventions were therefore relevant to the needs and priorities of the targeted communes.**

The discussion groups and site visits organised during the course of this evaluation demonstrated that **the activities promoted are responding well to the needs and expectations of the communities and**

Photo 3 – Women who have received market gardening support in Ranobe



their representative bodies (CLBs/VOI, associations). The ToM process is combined with genuine willingness and motivation on the part of the beneficiary communities and a willingness to manage their land sustainably. The transfers of management which were initiated during the course of EP II were evaluated and renewed in the majority of cases (12 ToMs were renewed or are in the process of being renewed). The approach adopted for the ToM process is relevant to the needs of CLBs as it is based on the possibility of exploiting resources sustainably. Furthermore, the support provided to ToM through the implementation of IGAs and the development of economic sectors is highly relevant.

3.1.4. Relevance to national and regional conservation policies

EP III is the third five-year phase of the PNAE, whose overall execution framework and fundamental principles are set out in the Environmental Charter. **Its intervention framework is thus relevant to the Malagasy legislative framework for environmental management.**

In addition, **this intervention is consistent with the approach to the management of PAs and their support zones which is promoted by the MEF and MNP** (formerly the ANGAP, which was created as part of EP II), in particular through the National Biodiversity Management Strategy which was developed in 2004 and also MNP's Strategic Plan 2012-2016. In 2007, the Republic of Madagascar also adopted the Madagascar Action Plan (MAP) 2007-2012, a strategy paper which defined the nation's priorities and the eight commitments intended to achieve them.

Recommendation 1 – Consider for all new support to PASZ management, MNP's vision and achievements in terms of PA management as set out in the strategic areas of MNP 2012-2016 strategic plan.

For the future, also refer to the 2011-2020 Biodiversity Strategic Plan developed as part of the UNCBD and Aichi Targets, including its five strategic goals and 20 objectives.

The revision of the strategy for UNDP/GEF Support to EP III and its intervention framework was aligned with the MAP, resulting in the creation of the new Multiyear Work Plan 2008-2010.¹⁸ The political crisis which began in 2009 had an impact on the implementation of this action plan, but did not limit the relevance of the interventions of EP III to its initial objectives and commitments.

Madagascar is also a signatory to several international agreements to which EP III is relevant, including the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), which Madagascar ratified in 1975; the Convention on Biological Diversity, which Madagascar ratified in 1995, the Convention to Combat Desertification, which Madagascar ratified in 1997; the Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Eastern African Region, which Madagascar ratified in 1998; the Convention on Wetlands of International Importance (RAMSAR), which Madagascar ratified in 1998; and the United Nations Framework Convention on Climate Change, though some actors believe that the implementation of these various conventions is sometimes lacking in concrete actions.

3.1.5. Relevance to GEF strategic objectives

UNDP/GEF Support to EP III was formulated under GEF-3. This intervention was relevant to GEF Operational Programmes OP1 on Arid and Semi-Arid Zone Ecosystems, OP2 on Coastal, Marine and Freshwater Ecosystems, and OP3 on Forest Ecosystems in the area of biodiversity concentration.

GEF's biodiversity strategy was updated between GEF-3 and GEF-4. The operational programmes were replaced by GEF Focal Area Strategies. Focal Area Strategic Objectives were defined, and in order to promote the programme approach, strategic programmes were prepared to support the long-term strategic objectives.¹⁹ Within the Biodiversity Focal Area, UNDP/GEF Support to EP III tied in with:

- Strategic Objective 1: To Catalyse Sustainability of Protected Area Systems, including:
 - Strategic Programme 2: Increasing Representation of Effectively Managed Marine Protected Areas in Protected Area Systems; and
 - Strategic Programme 3: Strengthening Terrestrial Protected Area Networks.
- Strategic Objective 2: To Mainstream Biodiversity Conservation in Production Landscapes/Seascapes and Sectors, including:
 - Strategic Programme 4: Strengthening the Policy and Regulatory Framework for Mainstreaming Biodiversity ; and
 - Strategic Programme 5: Fostering Markets for Biodiversity Goods and Services.²⁰

The approach adopted under GEF-4 was retained under GEF-5 (focus on systems and catalyst role), but adjustments were made to the wordings and the way in which the outputs were defined and organised. Under GEF-5, the EP III intervention framework contributes to Strategic Objective 1: To Catalyse Sustainability of Protected Area Systems and Strategic Objective 2: To Mainstream Biodiversity Conservation in Production Landscapes/Seascapes and Sectors.

3.1.6. Relevance to the UNDP intervention framework

When the MAP was adopted by Madagascar in November 2006, the United Nations System (UNS) in Madagascar and the Government embarked on the process of formulating a new United Nations Development Assistance Framework or UNDAF in order to align the assistance provided by the UNS with the new policy orientations and national priorities. This Framework was initially devised for the 2008-2011 period. The UNDP Country Programme Action Plan (CPAP) 2008-2011 stems from UNDAF 2008-2011, which represents the contribution of the UNS to the achievement of the MAP's objectives.

¹⁸ EP III / UNDP/GEF Support. *Compte rendu de la revue annuelle du projet 2009. Appui du PNUD/FEM au Programme Environnemental Phase 3*. Antananarivo. 14 January 2009. p.1

¹⁹ Global Environment Facility. *Biodiversity focal area strategy and strategic programming for GEF-4*. Washington D.C. 2007. p.1

²⁰ *ibid.* 24 p.

Environmental protection is one of the four priority areas of the UNDP CPAP 2008-2011. This component of the programme contributes to the achievement of UNDAF Outcome 4: “The living conditions and productivity of the rural populations in targeted areas are improved”, which contributes to the fulfilment of commitments 4 and 7 of the MAP relating to rural development and environmental protection. **By virtue of its objective and its intervention framework, UNDP/GEF Support to EP III is fully consistent with this component of the CPAP 2008-2011.**

Following the political crisis of 2009, the UNDAF programming period was extended to 2013. The interim UNDAF 2012-2013 programme stems from the revision of the UNDAF 2008-2011 matrix. UNDAF expected outcome number 4.4 is that the population of the targeted regions will adopt best practice for environmental conservation and efforts to climate change. The corresponding component of the result framework of the CPAP 2012-2013 relates to Environment and Sustainable Development. The objectives of EP III and its achievements, which will be presented in the *Results* section of this evaluation report, **contribute to the achievement of this UNDAF effect and are consistent with this component of the CPAP 2012-2013.**

3.1.7. Set-up and definition of institutional arrangements

The institutional arrangements were defined in the ProDoc. According to the NEX or National Execution directives of the UNDP, responsibility for the overall management of UNDP/GEF Support to EP III lay with the Ministry of the Environment, Water and Forests, and this support was to be technically and financially coordinated by CELCO, an entity created pursuant to a decree in 2004 for the purpose of coordinating all environmental projects in Madagascar in support of EP III.²¹

According to the ProDoc, a memorandum of understanding was supposed to be established between ANGAP (MNP) and SAGE for the development of strategies for the conservation and sustainable development of the PASZ and to clarify the roles and responsibilities of each body. SAGE, as the Executing Agency (EA), was bound by annual contracts to coordinate all project interaction with the communities within the reference sites. Research organisations and institutes were to be recruited by way of a call for tenders for the implementation of the two components. For the “Development of SNRM models in laboratories within Protected Area Support Zones” component, three scientific contracts were to be signed in order to develop the SNRM model, develop strategies for the conservation and sustainable management of the PASZ, and support the management plan.²² A Project Technical Coordinator was to be recruited by CELCO and hired under contract in accordance with NEX procedures. Technical advisors were to be hired through UNOPS.²³

The evaluation team finds that the institutional set-up as presented in the ProDoc and implemented throughout the first three years of implementation **was relevant to and consistent with the government’s desire to follow a programme approach coordinated by a single coordination unit, CELCO.** The important and central role given to SAGE for the implementation of this UNDP/GEF Support to EP III was based on the achievements of EP II and one of the recommendations of the EP II TE which had been carried out beforehand. However, the desire to implement three scientific contracts was less clear and later proved difficult, in particular due to the slow pace of identification and selection of experts and contract management factors.

This institutional system remained in place until 2008. It demonstrated certain limitations which spurred the MEF and UNDP to review the various institutional arrangements and the roles of the various bodies. The political crisis of 2009 and the transition to SDS also brought changes to the implementation arrangements. These various aspects are described and analysed in the “*Execution*” section of this evaluation report.

²¹ United Nations Development Programme/Global Environment Facility. *Programme Environnemental - phase 3 (PE III). Document de projet. Version française.* February 2005. p.4

²² *ibid.* p.35

²³ *ibid.* p.36

3.1.8. Relevance of the choice of intervention sites

The initial choice of the 13 reference sites was made during the formulation of UNDP/GEF Support to EP III, on the basis of the achievements of EP II among other things. **These sites also corresponded to the SAGE intervention zones, and so their selection was relevant to the desire to make SAGE responsible for coordinating all project interaction with the communities in the reference sites.** The 13 sites were chosen on the basis of the three targeted ecosystems (coral reef, mangroves and dry woodland) and the two intervention zones (North and South).

The evaluation conducted at the end of 2006 recommended that “the project should examine the choice of reference sites on the ground together with ANGAP (MNP) to ensure that the outputs (SNRM measurements and implementation of dialogue bodies on the PASZs) will be consistent with the management of the PAs and that they can be transposed into the marine and coastal PA conservation management plans.”²⁴ More specifically, this recommendation focused on the choice of reference sites for the PA of Nosy Ve in the South and the PA of Lokobe in the North. The choice of sites was not reviewed after this recommendation was made and the mid-term evaluation conducted in 2008 once again recommended that the “choice of sites ought to be reviewed and based on the needs on the PASZ concept under the supervision and leadership of MNP.”²⁵ However, **this recommendation was not endorsed by the project team or UNDP, which said in its management response to the evaluation recommendations that “the 13 reference sites selected in the ProDoc were to be maintained. They are regarded as the minimum necessary to allow for adequate protection of biodiversity”.**²⁶

The 13 reference sites identified and selected during the formulation process were thus maintained throughout the implementation of the project. These 13 sites include several villages and CLBs. They are located on the expanded periphery of the PAs under MNP management. However, **the findings identified during the first two evaluations have once again been mentioned by certain actors during this TE including MNP. Some of the reference sites are still not located within the 2.5 km buffer zone established by MNP on the PASZs, and are isolated and remote from the PA.** The examples cited include the reference site of Antsahampano, which is distant from the PA of Nosy Tanikely, and the site of Ranobe, which is distant from the PA of Mikea (whose protected surface area was more than 370,000 ha under temporary status and no more than 184,000 ha under formal status, which was obtained in 2011) but is now close to the new PA of Ranobe (which has had co-management and temporary protected status since 2008).

Although some of these sites are deemed to be isolated and distant, the majority of the people interviewed believe that on the whole, this choice is relevant as **these sites are rich in biodiversity and are regarded as priorities.** For instance, the choice of the site of Ankitsika in Maromandia commune within the PASZ of Sahamalaza-Nosy Radama is deemed to be sound as it is located in a central area of the PASZ and the mangroves concerned are in a satisfactory condition with high potential in terms of crabs, shrimps and fish; the site of Sakatia in the PASZ of Lokobe forms part of a fishing zone whose protection makes it a large buffer zone for this PA; the sites of Ifaty Mangily and Manombo in the PASZ of Nosy Ve are quite distant from the PA but constitute priority conservation zones including reef biodiversity refuges (such as the Massif des Roses in Mangily, a PA managed by the FIMIARA platform).

Photo 4 – Fishermen in Ambolomailaka (Ifaty Mangily reference site – Bay of Ranobe)



²⁴ Roby, D. *Evaluation de la première année de mise en œuvre. Projet d'appui au PEIII*. Antananarivo. December 2006. p.31

²⁵ Zeidler, J. *PA-PASZ Concept. Protected Areas & PA Support Zones. Madagascar Environment Programme (EP III) Support Project GEF/UNDP. Final Draft*. IECN Namibia. Namibia. 22 June 2008. p.7

²⁶ EP III / UNDP/GEF Support. *Mid-term evaluation management response. UNDP GEF Project of the Government of Madagascar – PIMS 2762. Madagascar Environment Program 3*. Antananarivo. August 2008 (last updated in February 2010. p.11

The evaluation team therefore concludes that although certain sites appear to be quite distant from the PAs concerned, the choice of reference sites is relevant to the project strategy of testing approaches to the sustainable co-management of the natural resources within each site which can be replicated in the contiguous zones of these sites. ToM tools and approaches have been tested and piloted for over ten years in some of these sites and have now been reproduced and adapted to other sites which are deemed priorities.

3.1.9. Incorporation of the gender approach

Little consideration was given to the gender dimension in the ProDoc, which merely stated that “women will benefit especially from the emphasis laid on gender balance in management activities.”²⁷ Subsequently, the gender dimension was well integrated into the management of the project within the PMU since at the inception of the project, 100% of the PMU’s staff were female.

The activities and interventions assisted by UNDP/GEF Support to EP III likewise well incorporated the gender dimension by targeting women directly. They are represented in the CLBs which benefited from the ToM process and in the capacity-building activities, and also within the dialogue and conflicts’ resolution platforms. Women’s groups and women within these CLBs also received direct support for the implementation of IGAs such as embroidery, sewing, basketry and fruit-processing.

Finally, women are fairly well represented among the officers of the Central Departments of the MEF and the DREFs. Some of these female officers benefited from support through this intervention, such as training in underwater diving and marine environment monitoring, and also training sessions on the database which was created for the project.

Execution and implementation

Q2. Did the various national and local stakeholders take ownership of the project and its interventions, and is their level of participation adequate?

Findings:

The project suffered from a lack of communication with its partners during the first two years of implementation. A communication plan was then developed in 2009-2010, but it was not subsequently implemented. Nonetheless, the project was able to **increase its engagement, dialogue and communication with its partners**, including by strengthening its partnership with the MEF, DREFs and DRPRHs, and also through the work done by the various service providers. In addition, the project remained active and was able to continue with its support following the political crisis which Madagascar went through from 2009 onwards, thereby helping to make it more visible to its direct beneficiaries. Finally, a few communication and awareness-raising tools were recently developed in partnership with the MEF.

The programme approach which was aimed at when EP III was designed experienced difficulties from the inception of the programme. **The coordination and collaboration between the UNDP/GEF support and the WB/GEF support for EP III were limited** from the inception of the project and could not be strengthened after the 2009 political crisis. The collaboration between the project and the government institutions (Central Departments of the MEF, DREFs, DRPRHs) was strengthened primarily from 2008 onwards, and then in 2010 and 2011 with the implementation of the LOAs, which made it possible to increase ownership of the project by the MEF and its Central Departments, the DREFs and the DRPRHs. Collaboration with MNP is good. At regional level, the coordination of the various interventions by the DREFs in the three intervention regions is satisfactory, even though the large number of intervening parties in the area of the new PA of Ranobe PK32 in the South is posing challenges in terms of coordination. The project was able to establish fruitful collaborations with several partners including the PSDR, CSAs/FRDA, WWF Tulear, the GEF SGP and Tany Meva. The regional and inter-commune coordination and conflicts’ resolution platforms did not receive any more support

²⁷ United Nations Development Programme/Global Environment Facility. *Programme Environnemental - phase 3 (PE III). Document de projet. Version française.* February 2005. p.39

from the project from 2008 onwards. They currently lack resources to function and help to coordinate the various interventions.

The various **administrative authorities** (Regions, Districts and Rural Communes) **were well involved in decision-making** and implementation throughout the project, and their involvement was strengthened in 2007 with the creation of the regional steering committees, though they ceased to exist after the political crisis of 2009. The communities supported were involved and consulted in all activities implemented from the inception of UNDP/GEF Support to EP III onwards. **The ToM principles, approaches and tools were very well adopted by the various CLBs.** The vast majority of the CLBs met during this TE display good structuring and cohesion in terms of their management bodies. The fishermen's associations which were supported have done a good job of taking ownership of the fishing techniques and tools that were promoted.

3.2.1. Level of communication with institutional partners

A few communication tools were developed at the inception of UNDP/GEF Support to EP III (project presentation brochure and a film about the baseline situation of the project and its intervention sites). However, despite this promotion drive, a lack of communication between the project and its partners and poor visibility were identified during the first evaluation and the mid-term evaluation, and also by the project team, which stated in its 2007 annual report that “communication between the Project and the EP III actors [was] still insufficient, thereby reducing the opportunities for coordination and synergy with other projects.”²⁸

One of the recommendations of the mid-term evaluation was that the PMU should develop and implement a communication strategy (*Operational recommendation 11*). In response to this recommendation, **a communication plan was drawn up in 2009-2010 by a service provider, but it was neither made operational nor implemented subsequently.**

Although this communication plan was not implemented, **the evaluation team believes that the project did manage to increase its engagement, dialogue and communication with its partners**, especially through its close partnership, strengthened after 2008, with the MEF and DREFs, and then with the DRPRHs from 2010 onwards. This dialogue and engagement has also been strengthened through the work of the various service providers recruited throughout the implementation of the project to run the community mobilisation and CLB capacity-building activities, support the ToM process coordinated by the MEF and DREFs (evaluation of existing contracts, zoning, drawing up *Plans d'aménagement et de gestion* – PAGs [Development and Management Plans], ToM contracts, *Dinas*, logbooks) and provide technical support for the implementation of IGAs from 2010 onwards. **The recruitment of two facilitators at regional level and then two IGA experts** also helped to **increase communication with the various partners.**

In addition, following the political crisis that Madagascar experienced from 2009 onwards, the project remained active and was able to continue its support when many interventions were suspended. **This continuation of activities helped to boost the project's visibility to its direct beneficiaries** (the MEF and DREFs, DRPRHs, CLBs and communities).

Finally, a number of communication and awareness-raising tools were recently developed in partnership with the MEF. Best practice guides for three key activities were developed and made accessible to the general public in the form of posters and brochures aimed at the communities in both zones with the involvement of the Departments of the MEF and DREFs to lead this dissemination at the front line. Films about SNRM best practice films adapted to the local context in both zones were made and distributed at national and site levels with the assistance of the *Direction de l'Intégration de la Dimension Environnementale* [Department for the Integration of the Environmental Dimension] of the MEF.²⁹

²⁸ EP III / UNDP/GEF Support. *Annual Project Report 2007*. Antananarivo. 31 January 2008. p.1

²⁹ These films focused on the following topics: South zone: Mining in Sept Lacs, Sustainable fishing in Andrevo Bas; North zone: Sustainable fishing, protection of mangrove forests.

3.2.2. Level of collaboration with institutional partners

The approach aimed at when EP III was designed was a programme approach. The initial goal was to coordinate the various conservation interventions at national level through a single programme managed by CELCO. However, difficulties with regard to coordination at national level were encountered from the inception of the project. In 2007, the project team concluded that there was “no concrete coordination between the IDA/GEF EP III project implemented by the WB and the EP III project implemented by UNDP.”³⁰ The breakdown of communication and regular discussions between these entities caused [...] the complementarity between the two components of the GEF financing to be lost sight of.”³¹ **The coordination and collaboration between the two forms of support to EP III were thus very limited from the inception of the project and could not be strengthened following the 2009 political crisis.**

The collaboration between the project and the central departments of the MEF and the DREFs was increased primarily from 2008 onwards. The implementation of the LOAs in 2011 and 2012 also helped to increase the coordination of EP III with the DREF intervention framework. Collaboration with DRPRHs was initiated only in 2010 and **is now quite satisfactory.**

Collaboration between UNDP/GEF Support to EP III and MNP was good, thanks in particular to the good involvement of the MEF and DREFs in implementation and their relations with MNP. This collaboration was boosted in particular from 2008 and the time of the institutional restructuring onwards.

At regional level, the actors met during this TE process consider that the coordination of the various interventions by the DREFs in both of the northern regions is satisfactory. It is generally so in the region of Atsimo Andrefana too, although the large number of intervening parties in the area of the new PA of Ranobe PK32 is posing challenges in terms of coordination.

The ProDoc anticipated that numerous activities relating to the SNRM component would be implemented through partnerships. For instance, USAID was to assist with the analysis and structuring of biodiversity sectors. Formal agreements were to be developed with large-scale operations such as the *Programme de soutien au développement rural* (PSDR, Rural Development Support Programme)³². The collaboration with USAID did not materialise. Nonetheless, the project did manage to establish cooperation with the PSDR in the South zone, even though no formal agreement was signed.

Box 1 – Collaboration with PSDR

In the region of Atsimo-Andrefana, the project has been able to establish collaboration with the PSDR. The drafting of several support application dossiers was coordinated by the project's IGA expert, who submitted them to the PSDR. The PSDR selected one and provided support to the Ezaka II association in Ranobe (a UNDP/GEF Support to EP III reference site) for the procurement of agricultural equipment and inputs.

The IGA expert assisted with formalising the association, developing the technical dossier including the feasibility and profitability studies, and the organisational set-up, and has since provided technical support for crop inspections.

Other partnerships were also developed in the South zone, in particular with the *Centre de service agricole* (CSA, Agricultural Service Centre) and the *Fonds régional pour le développement agricole* (FRDA, Regional Fund for Agricultural Development), which supported community sector training in Ranobe; with WWF Tulear, which supported technical poultry farming training, likewise in Ranobe; with the GEF/SGP, with which a biofuels development project was developed in Manombo with the involvement of a CLB and support from UNDP/GEF Support to EP III; and with Tany Meva and the GEF/SGP, to which two applications for CLB grants were submitted in 2012.

The regional and inter-communal dialogue and conflicts' resolution platforms, such as FIMAMI, FIMIMANO, PFED and CRADES, were supported until 2008. The roles of these platforms included coordinating the various interventions in the PASZs concerned. However, **these platforms have not been financially supported since 2008 and lack resources to operate and help to coordinate the**

³⁰ EP III / UNDP/GEF Support. *Annual Project Report 2007*. Antananarivo. 31 January 2008. p.1

³¹ *ibid.* p.15

³² United Nations Development Programme/Global Environment Facility. *Programme Environnemental - phase 3 (PE III). Document de projet. Version française*. February 2005. p.31

various interventions. Furthermore, these platforms are currently not really consulted for ToM activities, for instance, or for the resolution of potential conflicts, and are consequently active to a very small degree.

Recommendation 2 – Coordinate the various approaches and parties intervening in the PASZs through stronger DREF leadership and support to the dialogue platforms in place.

3.2.3. Level of ownership of project activities by beneficiaries and their involvement in implementation

Since 2008 and the institutional overhaul, the MEF and its Central Departments have been much more involved in project implementation. From 2008 onwards, the DREFs have also done a good job of taking ownership of the actions supported by the project. Among other things, they are coordinating the ToM processes with the selected CLBs. The environmental monitoring activities that were previously carried out by Biodev (for dry woodland) and Océan Consultant (for reefs and mangroves) within the reference sites were also transferred in 2012 to the technical departments of the MEF and DREFs.

The technical departments of the DRPRHs were involved in various activities relating to the fishing industry, such as training sessions (safety at sea, assembling catch equipment, keeping catch logbooks), issuing fishermen's cards and registering dugout canoes. Provision for these various aspects had been made by the LOAs implemented in 2011 and 2012.

The project received ongoing assistance and support from the various administrative authorities – the region, districts and rural communes – throughout the project implementation, demonstrating good involvement in decision-making and implementation. Regional steering committees were created in 2007 to increase the involvement of regional and commune departments in decision-making, but these committees were only able to meet in 2007 and 2008, and ceased to exist after the 2009 political crisis.

The site visits and focus groups conducted as part of this TE demonstrate that communities were involved and consulted in all activities implemented since the inception of UNDP/GEF Support to EP III. The ToM principles, approaches and tools were very well adopted by the various CLBs, especially those which benefited from an initial ToM between 2001 and 2005. CLB members were also very much involved in the ToM activities. Associative principles were well adopted by the various CLBs which received ToM support and training. **The majority of the CLBs met during this evaluation process demonstrate good structuring and cohesion in terms of their managing bodies** (CLB offices, *Dina* enforcement committees, associations and groups).

The project provided technical support and fishing equipment to several communities and fishermen's associations. The site visits demonstrate **good ownership of these improved fishing methods and tools by the beneficiary fishermen's associations.** In both the North and South zones, the process of identifying the IGAs to be supported was participatory and consultative. The IGA experts ran several consultation workshops with the beneficiary communities to select the most relevant and potentially profitable activities. **In general, the communities which received support for the IGAs identified did a good job of taking ownership of the techniques and tools promoted and demonstrate a high level of motivation.**

Photo 5 – Head of the AA regional fishing department



Q3. Was the implementation of the project efficient, in accordance with national and international standards? (Efficiency)

Findings:

The annual programming of the activities was consultative and participatory. From 2009 onwards, the AWP reflected the objectives and expected outputs of the project, and the issues and problems identified. However, the validation and sign-off of the AWP were generally affected by delays which posed certain problems in terms of allowing the activities to begin each year. Nonetheless, the PMU

performed quite well despite this situation and always achieved satisfactory levels of annual execution.

As at the date of this evaluation, 94% of the funds available through GEF financing had been disbursed. Assuming 100% execution of the budgets programmed in the AWP 2012, the balance available at the operational closure of the project scheduled for December 2012 should be USD 200,000 from the funds supplied by the GEF. **The use of the financial resources was relatively efficient in terms of the various activities supported and the realisation of the expected outputs.** The level of annual financial execution was relatively stable. The management costs, valued at approximately 10% of the overall budget, are relatively low for a project of this scale and the evaluation team finds that the PMU was efficient in the implementation of this support.

The level of co-financing mobilised is satisfactory in view of the political context in Madagascar and the crisis which occurred in 2009, after which part of the aid granted to the Government was suspended. The level of mobilisation is estimated at 75% of the co-financing anticipated in the ProDoc. This percentage does not include the involvement of staff from the Central Departments of the MEF and officers of the three DREFs and the three DRPRHs in the implementation of the project, which is difficult to quantify in the absence of reliable data. However, it should be pointed out that the mobilisation of the GEF/WB financing had a limited impact on the effectiveness of the implementation of this UNDP/GEF Support to EP III due to the lack of collaboration between these two initiatives.

The **administrative, accounting and financial management procedures** changed during the course of implementation of the project due mainly to external factors, and **were relatively lengthy and restrictive throughout the implementation of the project.** However, **these changes and constraints had a limited impact on the implementation of the activities and the achievement of the expected outputs and outcomes.** The project team and UNDP were able to adapt and respond positively to this situation, and displayed good adaptive management capacities in the face of the crisis in Madagascar. The **strategy of switching to DIM was relatively efficient and made it possible to overcome the various challenges and problems brought by the political crisis.** The management, contracting and payment procedures, although lengthy and restrictive, made it possible to guarantee **transparency of management and to respond actively to these contextual factors.** UNDP was involved throughout the implementation of this project. The evaluation team therefore rates the **quality of implementation by UNDP as Satisfactory (S).**

A UNDP/GEF Support to EP III steering committee was established in 2007. It met annually between 2006 and 2012 (except in 2011). When Madagascar moved to SDS status and switched to project DIM, this Committee was pared down from 2010 onwards. **It fully played its role of providing strategic guidance to the project in a participatory manner.**

The UNDP/GEF Support to EP III Project Management Unit formed part of CELCO from 2005 to May 2008, and was then transferred to the General Secretariat of the MEF and finally to UNDP under SDS. **When the team was complete, the human resources were generally sufficient to implement the project effectively.** However, **due to the high turnover of staff observed during the implementation of the project, these resources were limited at times.** Despite repeated recommendations to recruit national or international technical assistance, no such recruitment occurred. **Such TA could, however, have bridged a human resources gap and lent considerable support to the PMU,** and the Technical Departments of the MEF, with regard to technical aspects. Furthermore, the implementation of more stable contracts for the facilitators and the IGA experts could probably have limited the observed turnover. The logistical resources provided are found to have been adequate.

The quality of the work and outcomes carried out by the various service providers through this project is found to have been satisfactory. However, the community mobilisation work carried out in connection with the new ToMs is less rigorous than it was during the first ToMs. The collaboration between the various service providers and the DREFs and DRPRHs is found to have been satisfactory.

The monitoring and evaluation framework and tools specified in the ProDoc were not very applicable at the inception of the support and **the evaluation team rates them as Moderately Unsatisfactory (MU).** This monitoring and evaluation framework was then reviewed in 2007 and 22 performance indicators were developed. The evaluation team finds that **not all of these indicators and the definitions of their baseline scenarios and targets were relevant or adapted.** Some of them are process indicators which are expensive and difficult to measure and require special skills which the PMU does not possess. Despite this, the project team was able to work with this monitoring framework and managed to report on the majority of these indicators on an annual basis in the PIRs. The basis for a

computerised monitoring and evaluation system was created, but it was not subsequently implemented. The evaluation team welcomes the **transfer of competence to the DREF for the environmental monitoring** of reefs/coral, mangroves and dry woodland which was completed in 2012, including the training of 13 DREF officers in underwater diving and the collection of marine scientific data. A 15-day refresher training course on safety instructions should, however, be organised. **The evaluation team finds that the implementation of the monitoring and evaluation framework was Moderately Satisfactory (MS).**

The Database (DB) created by the project **is currently poorly operational due to logistical, technological and institutional constraints.** It cannot be consulted online and the quantity of data being uploaded is limited, due in particular to institutional barriers in terms of the sharing, dissemination and publication of documents. The evaluation team therefore expresses fears as to the sustainability of this DB and its future use and exploitation.

The risk identification and management system put in place is in line with the system advocated by the UNDP/GEF. **Its use was efficient and exhaustive.**

On the basis of these various factors, the evaluation team judges **the implementation of this project as generally in accordance with national and international standards and its efficiency as Satisfactory (S),** especially in view of the political context that has existed since 2009.

3.3.1. Quality and relevance of Annual Work Plans

The process of planning and developing Annual Work Plans (AWPs) and Annual Action Plans (AAPs) was consultative and participatory. A draft AWP/AAP is routinely developed at the end of the calendar year or at the very beginning of the next year and submitted to the National Steering Committee for comments and approval. A revised AWP/AAP which takes account of the comments received from the members of the Steering Committee is then produced. However, after comments and approval by the Steering Committee, **delays which were sometimes lengthy were observed in the validation, finalisation and sign-off of AWP/AAPs.** The table below presents the annual dates of validation and sign-off of these work plans.

Table 2 – Date of validation and annual sign-off of Work Plans

	Date of validation and sign-off
AAP 2005	27 May 2005 by MEF and UNDP
AAP 2006	24 February 2006 by MEF and 9 March 2006 by UNDP
AWP 2007	12 June 2007
AAP 2008	25 July 2008
AWP 2009	20 May 2009 by MEF and 2 June 2009 by UNDP
AWP 2010	29 April 2010
AWP 2011	24 February 2011
AWP 2012	21 June 2012

In the majority of cases, the AWP and/or AAP was not signed off before May. According to the people met during this TE, these delays implied some management **problems for starting activities each year.** This was because when AWP/AAPs were not validated and signed off, the project was not able to commit funds, e.g. to pay service providers or contracted consultants such as the facilitators who were recruited at regional level from 2010 onwards and the IGA experts. As a result, when the AWP/AAP was signed off in the middle of the year, as happened in 2007 or 2008, there were only six months remaining to implement the various annual planned activities.

Recommendation 3 – When implementing UNDP/GEF-supported initiatives of this kind, validate and sign off AWP/AAPs earlier in the year, no later than the end of January, so that project teams can start implementing activities by February at the latest. In addition, mobilise the initial Authorised Spending Limits in the absence of a validated AWP.

Nonetheless, the PMU performed quite well despite this situation and always achieved annual execution levels of between 53% and 100% of what had been planned (see Table 3), which likewise demonstrated the relevance of the planning in the AWP/AAPs.

Table 3 – Annual execution of budgets planned in AAPs/AWPs

	Annual level of execution of GEF funds (%)	Annual level of execution of UNDP TRAC funds (%)	Overall annual level of execution (%)
2005	24.52	12.87	22
2006	74	40	70
2007	60	18	53
2008	98	113	101
2009	88	59	80
2010	1	80	7
2011	89	80	86
2012	67	34	56

Source: Percentages calculated according to budget plans in signed-off AWP/AAPs and actual annual expenditure

After the mid-term evaluation, a 2008-2010 **Multiyear Work Plan (MYWP)** was developed as part of the institutional review and overhaul conducted in 2008. Subsequently, AWP/AAPs followed the definitions of the four expected outcomes as defined in this MYWP, and of the corresponding expected outputs. Only the activities were stated in terms of annual targets in order to contribute to achieving the expected outputs and outcomes. **The evaluation team finds that the annual activities specified in these AWP/AAPs were relevant in contributing to the achievement of the outputs and outcomes anticipated in this MYWP.** However, it should be pointed out that the numbering of the expected outcomes was not systematically the same in the AWP/AAPs, and this caused difficulties in monitoring and reporting on the achievement of the expected outcomes.

Recommendation 4 – Develop the AWP/AAPs based on a template which follows the numbering and format of the Multiyear Work Plan and/or the logframe, in order to make it easier to monitor and report on the implementation of activities and achievement of outputs and outcomes..

From 2008 onwards, the AWP/AAPs presented the management arrangements and the monitoring and evaluation framework. **The evaluation team finds that this information was useful in clarifying these aspects following the review of the institutional framework in 2008 and the political crisis of 2009.**

3.3.2. Level of disbursement

Table 4 presents the annual financial execution of UNDP/GEF Support to EP III. As at the date of this evaluation, 94% of the funds available through GEF financing had been disbursed. Assuming 100% execution of the planned budget for 2012 from GEF funds (USD 245,658), there will remain an available balance of approximately USD 200,000 from the funds supplied by GEF by the time of project operational closure scheduled for December 2012. These funds could therefore be used to finance additional activities required to ensure the sustainability of some key components.

Table 4 – Annual financial execution of UNDP/GEF Support to EP III project

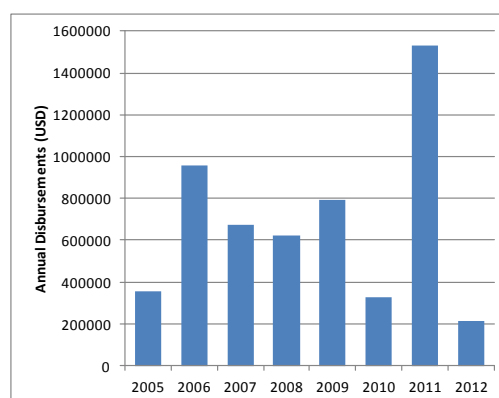
		Annual expenditure (in USD)			Total annual execution (%) of budgeting (GEF and TRAC funds)	Combined		Available balance
		GEF funds	UNDP TRAC funds	TOTAL		USD	%	
2005		307 434	49 802	357 236	22%	357 236	6	5 942 764
2006		900 381	57 962	958 342	70%	1 315 578	21	4 984 422
2007		634 237	39 892	674 130	53%	1 989 708	32	4 310 292
2008		500 906	121 072	621 978	101%	2 611 686	41	3 688 314
2009		621 142	168 729	789 871	80%	3 401 557	54	2 898 443
2010	NIM	5 298	53 823	59 121	7%	3 460 679	55	2 839 321
	DIM		267 319	267 319		3 727 998	59	2 572 002
2011		1 097 054	431 001	1 528 055	86%	5 256 053	83	1 043 947
2012		165 686	46 592	212 278	56%	5 468 331	87	831 669
Total		4 232 138	1 236 193	5 468 331				
Available balance		267 862	563 807	831 669				

Source: Data compiled by PMU

Recommendation 5 - Consider mobilising the balance available from GEF financing to support the various recommendations made in this report, in particular to increase the support to economic sector development and IGAs at community level in order to boost the incomes earned from these sectors and to contribute to sustainable resource management, refresher training on underwater diving and marine environmental monitoring, and technical and financial support to strengthen and restructure the consultation and conflicts' resolution platforms.

Graph 1 presents the level of annual financial execution of the project over time. The first year of implementation saw a fairly low level of disbursement as the main aims were to establish the project management team, recruit staff and start the implementation of the UNDP/GEF Support to EP III activities. Subsequently, the level of financial execution was relatively stable, though there was a sizeable decrease in expenditure in 2010 which had an impact on 2011. The decrease in 2010 was primarily due to Madagascar's transition to SDS status and DIM arrangements. As stated in the 2012 PIR, the transition from NEX to DIM entailed a change of account for the project within Atlas (Atlas award) which had to be validated by the Africa Regional Office. The available budgetary balance was then transferred from the old Atlas account to the new account, and it then took some time for funds to be released.³³

Figure 1 – Annual financial execution



The levels of implementation of activities and achievement of the expected outputs and outcomes are presented in the table in Appendix 3. Appendix 4 presents a table showing the performance indicator levels. **Although the evaluation team does not have the levels of financial execution broken down by expected outcome, it judges that the level of achievement of the expected outputs is satisfactory in view of the invested financial resources.** Most of the activities were implemented and the majority of the expected outputs were achieved. Overall, the level of achievement of outcomes is satisfactory, and a detailed analysis of them is presented in section Q4. **The evaluation team therefore finds that the use of the financial resources was relatively efficient in relation to the various supported activities and in terms of achievement of the expected outputs.**

³³ EP III / UNDP/GEF Support. *Project Implementation Report 2012*. Antananarivo. September 2012

With regard to the various activities and services financed and the level of achievement of the expected outcomes (see the “Outcomes” section), **there is little evidence to suggest that additional outputs and outcomes could have been achieved with the same level of financial resources.** The level of achievement of certain outcomes could, however, have been better with the same level of financial resources. For instance, the Database created as a biodiversity conservation tool could have been more operational, or the inter-communal dialogue and conflicts’ resolution platforms could have been made more sustainable and more functional. Nonetheless, the evaluation team judges that the level of achievement of outcomes was good in view of the level of budgetary consumption and that the use of the financial resources was, therefore, efficient in terms of outcome achievement.

Table 5 below presents the management costs associated to the management of this UNDP/GEF Support to EP III.

Table 5 – PMU operating costs since inception of UNDP Support to EP III in 2005

No.	Item	2005		2006		2007		2008		2009		2010		2011		2012		TOTAL	
		GEF	TRAC	GEF	TRAC	GEF	TRAC	GEF	TRAC	GEF	TRAC	GEF	TRAC	GEF	TRAC	GEF	TRAC	GEF	TRAC
1	Wages	4 155 803	7 536 525	24 385 000	22 954 800	25 541 000	22 559 400	18 596 600	80 524 600	56 069 871	56 917 730	24 993 813	76 715 338	50 982 129	56 846 837	81 960 475		286 684 691	324 055 230
2	Health and safety									421 344		1 849 925		802 800				3 074 069	0
3	Plane tickets			1 121 080	280 270	1 143 800	828 600	3 339 000	9 318 800		3 660 600		6 808 500	9 646 752	13 107 552			15 250 632	34 004 322
4	Allowances	910 935	1 479 843	1 069 080	100 000	2 436 696	691 600	1 440 000			17 102 422		23 926 700	31 379 072	4 627 850	18 568 988		55 804 771	47 928 415
5	Transport															1 312 000		1 312 000	0
6	Supplies	557 731	229 007		1 526 814	1 435 628	1 771 964	974 200	1 255 546		1 273 848		3 120 240	2 376 521		794 118	671 543	6 138 198	9 848 962
7	Car maintenance			914 904	807 001	729 700		580 400	1 595 450		712 611		1 902 930	943 298	1 190 400	1 941 684		5 109 986	6 208 392
8	Repairs												1 180 330		960 000			0	2 140 330
9	Tyres					1 983 051					1 986 750			2 283 338	429 600	3 669 000		7 935 389	2 416 350
10	Fuel			4 250 000		4 250 000		4 250 000			4 250 000		4 250 000	4 250 000		4 250 000		21 250 000	8 500 000
11	Telephone bills				40 000			1 990 000	1 100 000		925 540		8 032 731	4 547 771		1 080 456	861 994	7 618 227	10 960 265
12	Purchases of equip.			360 060		538 000	2 297 383		4 055 000		1 715 000		13 447 200					898 060	21 514 583
13	Rent										13 660 500	19 164 600		3 929 100	3 444 000			23 093 700	17 104 500
14	Courier service									900 000			2 048 919		155 676			900 000	2 204 595
15	Cleaning service												534 586	591 494	853 876			591 494	1 388 462
16	Water												238 824		53 487	16 186 450		16 186 450	292 311
17	Electricity										172 321		103 857	65 686	193 485			65 686	469 663
18	Security service												5 023 648	300 496	8 849 796			300 496	13 873 444
19	Alarm													1 134 080				1 134 080	0
	Funds in MGA	5 624 465	9 245 375	32 100 124	25 708 885	38 057 875	28 148 947	31 170 200	97 849 396	57 391 215	102 377 322	46 008 338	147 333 803	113 232 537	90 712 559	129 763 171	1 533 537	453 347 929	502 909 824
	Funds in USD	2 678	4 403	15 053	12 056	20 386	15 078	18 568	58 287	29 894	53 326	22 345	71 556	51 167	40 991	60 342	713	215 880	239 481
	Total in USD	7 081		27 109		35 465		76 855		83 220		93 901		92 158		61 055		455 361	
	Remarks:	1) Annual fuel is calculated on the basis of filling up every 3 weeks																	
		2) Conversion of the totals into USD is based on the average rate for each year																	
		3) The underlined amount represents the proportion accounted for by the Project, centralised at the level of UNDP, of all communal services for the year																	

Source: Data compiled by the PMU

These management costs do not include the investments made at the inception of the project in order to equip the PMU and SAGE, which was the EA for the project until 2008 (computer equipment, vehicles, patrol boat and office furniture). These investments are estimated at USD 171,033. If these investments are considered as management costs, the total is USD 626,395, or approximately 10% of the total allocated budget to this UNDP/GEF Support to EP III (GEF and UNDP TRAC funds combined). **These operating costs are in line with expectations for this type of project.**

3.3.3. Mobilisation of co-financing

The table below shows the level of mobilisation of co-financing. Mobilisation of co-financing was not monitored during the implementation of the project. The mid-term evaluation conducted in 2008 likewise did not analyse the overall level of mobilisation of co-financing proposed in the ProDoc. It merely focused on the level of mobilisation of UNDP TRAC funds. In the absence of further information, it is therefore difficult to evaluate the level of mobilisation of the expected co-financing at the end of implementation. Furthermore, the ProDoc for UNDP/GEF Support to EP III mentions projected co-financing of USD 13.5 million, including USD 1.8 million

from UNDP TRAC, USD 8.85 million of international co-financing, USD 1.5 million from the Government and USD 1 million of other co-financing.³⁴ Thus, details of the various partners identified to provide this co-financing were not provided. In addition, this co-financing does not include all of the anticipated financing for EP III, estimated at USD 147.5 million, other than the UNDP/GEF financing (World Bank – USD 49 million, Government – USD 18.5 million, USAID – USD 34.6 million, KfW/GTZ – USD 11.2 million, EU – USD 10 million, FAC – USD 8.15 million, WWF – USD 4.6 million, CI – USD 4.6 million, WCS – USD 3.9 million and Tany Meva – USD 3 million).

Table 6 – Mobilisation of co-financing

Cofinancing*	UNDP Financing		Government of Madagascar		Other sources		Other sources		Total financing		Total disbursement	
(Type/Source)	(million US\$)		(million US\$)		(million US\$)		(million US\$)		(million US\$)		(million US\$)	
					-		-					
					GEF/WB		PSDR, FRDA et WWF					
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed*	Actual	Proposed	Actual
Grants	1,80	1,80	0,00	0,00	8,85	8,83	1,00	0,01	11,65	10,64	10,64	10,08
Credits												
Loans												
Equity												
In-kind			1,50	1,50	0,00	0,00	0,00	0,00	1,50	1,50	1,50	**
Non-grant instruments												
Other types												
TOTAL	1,80	1,80	1,50	1,50	8,85	8,83	1,00	0,01	13,15	12,14	12,14	10,08

* As proposed in PRODOC p.143

** The level of mobilisation of in kind co-financing from the Government was not monitored during project implementation. At this stage, the evaluation team does not have access to needed information to evaluate the mobilisation of this co-financing, but the involvement of the Central Departments of the MEF and the officers from the three DREFs and the three DRPRHs during the project implementation, especially after 2008, and the provision of offices for the facilitators and IGA experts between 2010 and 2012 represent a important contribution.

³⁴ United Nations Development Programme/Global Environment Facility. *Programme Environnemental - phase 3 (PE III). Document de projet. Version française.* February 2005. p.143

This table shows that a good proportion of planned **co-financing had been mobilised** by the date of this TE, despite the political context in Madagascar and the 2009 political crisis which resulted in the suspension of some of the aid granted to the Government. The GEF/WB support to EP III disbursed a total of USD 8.83 million. However, it should be pointed out that the mobilisation of the GEF/WB financing had a limited impact on the effectiveness of implementation of this UNDP/GEF Support to EP III, due to the lack of collaboration between the two initiatives. The involvement of staff from the Central Departments of the MEF and officers from the three DREFs and the three DRPRHs in the project implementation, including the coordination of the ToM process, technical assistance to CLBs and to fishing communities, represents a significant in kind contribution from the Government, though it is difficult to quantify in the absence of reliable data. The project was also able to secure three streams of financial support from the PSDR, FRDA and WWF to support the IGAs and structuring of the CLBs in the South zone. The evaluation team therefore judges that **the level of mobilisation of co-financing as satisfactory** given the political context in Madagascar.

3.3.4. Administrative, accounting and financial management arrangements and procedures

The administrative, accounting and financial management arrangements and procedures changed in line with the amendments made to the institutional arrangements (NEX from 2005 to 2008, NIM with UNDP as the party responsible for recruitment and procurement operations in 2009, and DIM since 2010).

All of the people met during this TE agree that the contract award, contracting and payment procedures were relatively lengthy and restrictive throughout project implementation, especially since the transition to DIM. In 2007, the project team acknowledged that there was “excessive slowness of procedures (...) and length of the executing companies’ recruitment process.”³⁵ From 2005 to 2008, only SAGE benefited from automatic renewal of its annual contract for the socio-organisational expertise provided to the project. The recruitment of the other service providers routinely involved a competitive process which lasted up to six months or more. For instance, SAGE was the only service provider which was active in the field in 2007 as the process of recruiting other service providers lasted for the whole of the second half of 2007. After the institutional review conducted in 2008, SAGE no longer benefited from automatic renewal of its contract and therefore had to respond to calls for tenders just like the other service providers.

Recommendation 6 – As far as possible, streamline service provider recruitment processes when implementing this kind of initiative and implement automatic renewal arrangements which can speed up the process of contracting with service providers, while retaining a clause making provision for cancellation in the event of default.

Adaptation to the new service provider recruitment procedures after Madagascar transition to SDS status took some time and brought some delays. As mentioned in the 2010 annual report, “of the twenty or so calls for tenders launched in 2010, only two contracts could be signed in the first month of 2011.” The planned activities for 2010 therefore had to be rescheduled for 2011 in many cases. Several projects underwent changes in their institutional arrangements at the same time as the UNDP/GEF Support to EP III. The Administrative and Financial Department of the UNDP country office thus found itself understaffed and with insufficient capacity to respond to all of the new requests.³⁶ However, the project team and UNDP were able to adapt and react positively to this situation. The various stakeholders demonstrated good adaptive management capacities in the face of the crisis faced in Madagascar. Many projects and programmes stopped operating in the wake of this crisis, whereas UNDP/GEF Support to EP III continued with its activities. It took some time for the procedures to be adapted, but in the end this proved effective. **The evaluation team finds that the PMU, MEF and UNDP were sufficiently efficient in responding to the contextual factors which could have had a negative impact on the project implementation**, and also on the PASZ conservation efforts which had been made since the inception of the Environment Programme. **The strategy of switching to DIM was fairly efficient and**

³⁵ EP III / UNDP/GEF Support. *Annual Project Report 2007*. Antananarivo. 31 January 2008. p.1

³⁶ EP III / UNDP/GEF Support. *Project Implementation Report 2010*. Antananarivo. September 2010

made it possible to overcome the various challenges and problems brought by the political crisis. The approach followed, which involved operating through competent service providers on the front line under the supervision of the departments of the MEF and the DREFs, also helped to limit the impact of the crisis on the conservation efforts at local level.

To make the procedures easier and faster, the project also trialled the implementation of LOAs with the Regional Departments of the ministries of fisheries and the environment, which mobilised the resources necessary for the activities to be implemented properly.

With regard to payments, stakeholders met during this TE process mentioned some delays in payment, which can be as long as two months. This causes some operating difficulties for local service providers which do not have sufficient working capital.

In conclusion, although the administrative, accounting and financial management procedures were relatively lengthy and restrictive throughout the project implementation, the interviews carried out indicate that **these changes and constraints had a limited impact on the implementation of the activities and achievement of the expected outputs and outcomes.**

3.3.5. Consultation and management bodies

At the time of EP III design, it was envisaged that a Joint Committee made up of Malagasy representatives and donors would be created to coordinate the overall implementation of EP III.³⁷ This Committee was to play a central role in the institutionalisation of partnerships, but was not very active and did not guarantee full collaboration between the two programmes of WB and UNDP support to EP III.

A UNDP/GEF Support to EP III steering committee was set up in 2007. It is the project's main decision-making body, and is responsible for providing guidance and validating its results. It met annually between 2006 and 2012 (except in 2011). When Madagascar transitioned to SDS status and the project went into DIM, the Steering Committee was pared down from 2010 onwards, with only the MEF, MNP and UNDP participating. However, the project committee's task remained unchanged. According to the reports and the annual reviews which were carried out during the meetings of the Steering Committee, and according to the people met during this evaluation, **this committee fully played its role of providing strategic guidance for the project in a participatory manner that included both the national and regional actors.** Representatives of the CLBs and the regional authorities attended these committee meetings in 2007-2009-2010. Both of the no-cost extensions were recommended by the Steering Committee. During its 2012 session, the Committee recommended a no-cost extension of the project for a period of six months so that the terminal evaluation could be carried out and the achievements at community level could be consolidated.³⁸

At the request of the Regions, Regional Steering Committees were also created in 2007. They met in 2007 and 2008, but were then suspended due to the political context in particular.

3.3.6. Human and logistical resources

A UNDP/GEF Support to EP III Project Management Unit operated as part of CELCO from 2005 to May 2008. It was made up of a National Coordinator, an accountant and an administrative assistant. When the institutional framework was revised in 2008, the PMU was transferred to the General Secretariat of the MEF. This gave the National Coordinator more independence vis-à-vis the EP III coordinator. He was assisted at that time by an administrative and financial officer and an assistant. When the transition to SDS occurred, the PMU was transferred to UNDP.

It was envisaged in the ProDoc that the project would recruit two international technical advisors on SNRM and natural resource economics. However, CELCO did not do so at the inception of the project.

³⁷ United Nations Development Programme/Global Environment Facility. *Programme Environnemental - phase 3 (PE III). Document de projet. Version française.* February 2005. p.36

³⁸ EP III / UNDP/GEF Support. *Projet appui du PNUD/FEM/GEF au Programme Environnemental III. Compte rendu de réunion du comité de projet.* Antananarivo. 17 February 2012. p.2

Later on, the mid-term evaluation recommended the recruitment of a national Technical Advisor (TA), if available, or an international one to support the management team.³⁹ This recommendation was approved by the management response to the recommendations of the mid-term evaluation and was later routinely supported each year in the PIRs. However, this recommendation was not acted upon and no TA was recruited. Instead of this TA, in 2009 the project recruited a monitoring and evaluation officer who was in post until 2011. At that time, therefore, the PMU was made up of a Coordinator who received daily management support from a monitoring and evaluation officer, an administrative and financial officer and a driver. **The evaluation team finds that such technical assistance, whether national or international, could indeed have lent considerable support to the PMU, and also to the Technical Departments of the MEF, with regard to technical aspects relating to ToM and NR management, monitoring and evaluation and capitalising, reporting and procedures which the project team lacked.** This TA could, for instance, have helped to consolidate the work carried out in terms of knowledge management, which is crucial in ensuring that the achievements of this support become sustainable and that SNRM best practice is replicated in other zones. The monitoring and evaluation officer's contract was not renewed from December 2011 onwards.

In addition, it was decided during the 2008 institutional review that the involvement of SAGE in field activities would be limited and that the technical departments of the DREFs would become more involved in field activities. This involvement led to the identification of a need for technical support to the DREFs. Two facilitators were therefore recruited (one for the North zone and one for the South zone) to coordinate the project activities, carry out operational monitoring and facilitate the various kinds of work and cooperation with the various stakeholders.⁴⁰ The recruitment of these two facilitators was partly a response to a recommendation of the mid-term evaluation to put a more decentralised implementation strategy in place. These two facilitators took up their posts in 2010 under annual contracts, but they only remained in post until the second half of 2011. Additionally, to provide technical and financial support to the implementation of IGAs within the reference sites, two IGA experts were recruited under annual contracts which were not automatically renewable. These experts have been in post since the beginning of 2011. The evaluation team finds that the recruitment of these facilitators and IGA experts made it possible to support the technical departments of the DREFs in their technical activities.

The system of annual contracting with no automatic renewal for the facilitators and IGA experts is found to be restrictive. For example, in 2012 and in the absence of a validated AWP, the IGA experts had no contracts from January to mid-May and were consequently unable to work for this entire period. This type of contract therefore offers little job security or stability.

When the team was complete, it is found that the human resources (namely the Project Coordinator, the Monitoring and Evaluation Officer, the Administrative and Financial Officer, the regional facilitators and the IGA experts) **were adequate to implement the project efficiently.** However, **due to the high staff turnover observed during the implementation of the project** (including the monitoring and evaluation officer, facilitators, and the IGA expert in the South zone), **these resources were limited at times.** Technical assistance could have bridged a human resources gap here. In addition, the implementation of more advantageous and stable contracts for the facilitators and IGA experts could probably have limited the turnover that was observed.

Recommendation 7 – To implement this type of initiative, create a decentralised management system with at least one full-time person in the regions to make it possible to coordinate and support the work of the DREFs, rural communes and communities/CLBs through regional staff who can support the technical departments of the DREFs and assist the community mobilisation of CLBs.

Implement a more advantageous contracting system with automatic renewal for all project staff in order to limit staff turnover.

³⁹ Zeidler, J. *PA-PASZ Concept. Protected Areas & PA Support Zones. Madagascar Environment Programme (EP III) Support Project GEF/UNDP. Final Draft.* IECN Namibia. Namibia. 22 June 2008. p.36

⁴⁰ EP III / UNDP/GEF Support. *Plan de travail annuel 2010.* Antananarivo. 29 April 2010. 23 p.

The logistical resources granted to the project are deemed adequate and made it possible to implement the planned activities efficiently.

3.3.7. Quality of implementation by UNDP

As mentioned above, the evaluation team finds that **UNDP was responsive to the political crisis and the change in the national context**. In January 2009, Madagascar underwent a political upheaval which led to the opposition taking power in March 2009 and the overthrown president going into exile. This seizure of power was condemned by the international community, and several donors, including the WB, suspended their development aid over the months which followed. On 22 April 2009, the United Nations Country Team decided to implement SDS, which enabled the UN system and UNDP to continue with their support while implementing methods and measures sufficient to guarantee sound and transparent management and use of project funds.

UNDP also participated actively and was involved in the implementation of this project, even before the 2009 political crisis occurred. For instance, the Resident Representative (or his representative) systematically attended the meetings of the project's Steering Committee. Frequent field missions were conducted on the field and within the reference sites by officers from UNDP, including the Resident Representative, the Programme Officer and/or the Environment Team Leader. **UNDP was also able to bring an added value to the implementation of this project** and to link this project to larger-scale initiatives and forms of support, e.g. for decentralisation and implementation of the MAP. **However, UNDP could have played a more active role in the coordination of the various initiatives**, especially the WB/GEF support to EP III.

The evaluation team therefore rates the **quality of implementation by UNDP** as **Satisfactory (S)**.

3.3.8. Work carried out by service providers

SAGE was the main service provider for the implementation of this project, and was recruited as the EA for the coordination of all field activities to support communities and the creation and development of the PASZs.⁴¹ Terms of reference for its services were presented in the ProDoc and an automatically-renewable annual contract was put in place at the project inception. A collaboration agreement between SAGE and MNP was signed in December 2005. SAGE's contract was renewed after the first year of implementation and the evaluation that was carried out. The mid-term evaluation included a recommendation to clarify the institutional arrangements between MNP and SAGE (Recommendation 20) and another to analyse the capacities and vision of SAGE and invite it to make proposals regarding its future involvement in the implementation of the project (Recommendation 21).⁴²

Following the institutional arrangements review, it was decided that SAGE's involvement in the implementation of this project would be reviewed, without the recommendations of the mid-term evaluation being taken into account. A decision was taken to open the door to working and contracting with other entities for the purpose of implementing the activities. The transition was a rather tricky one, and in order to make this switch easier, the contract with SAGE was extended until February 2009. However, the new entities recruited were unable to operate on the field before 2010 and this resulted in a one-year gap. This discontinuation of the contract with SAGE naturally had repercussions for the entity itself, since prior to 2008, 80% of SAGE's funds had come from this project. SAGE was still able to respond to calls for tenders as a service provider and was subsequently contracted and involved in the implementation of activities within CLBs.

Prior to 2008, some service providers had been contracted for environmental monitoring (Océan Consultant and Biodev) and the knowledge management component. Subsequently, these entities were also recruited for other tasks. Other service providers were also recruited and involved in the implementation of the project after 2008 in their various fields of expertise: community mobilisation and

⁴¹ United Nations Development Programme/Global Environment Facility. *Programme Environnemental - phase 3 (PE III). Document de projet. Version française*. February 2005. p.107

⁴² Zeidler, J. *PA-PASZ Concept. Protected Areas & PA Support Zones. Madagascar Environment Programme (EP III) Support Project GEF/UNDP. Final Draft*. IECN Namibia. Namibia. 22 juin 2008. p.45

training, support to ToM processes, marine, mangrove and dry woodland environmental monitoring, database creation, and IGA implementation. These service providers include Biotope Madagascar, SPROGES/IHSM, CNFEREF, CNRE/CIDST, MEVASOA, MIARADIA, AMBININTSOA, OADRI, Consortium Lova/Ressources Vertes, Toky Fampandrosoana, Cabinet FARIMBONA and AID Consulting. **The quality of the work carried out and the outcomes of these services were generally satisfactory**, though some people believe that the community mobilisation work carried out in connection with the new ToMs is less rigorous than it was during the first ToMs and that the various forms of support and studies carried out did not always benefit from the follow-up required for a good adoption and ownership by beneficiaries. The collaboration between the different service providers and between the service providers and the DREFs and DRPRHs is rated as satisfactory by the majority of the actors interviewed.

3.3.9. Monitoring and evaluation procedures and tools

The overall arrangements for the Monitoring and Evaluation (M&E) of the project interventions were set out in the ProDoc. The M&E mechanisms presented related to EP III as a whole and were difficult to apply specifically to UNDP/GEF Support to EP III. Provision was made for an unique annual review of the implementation of EP III (joint PIR for UNDP/GEF and WB/GEF components). However, this annual review could not be carried out. A table of UNDP/GEF Support to EP III outcomes and outputs was also presented in the ProDoc, including outcome indicators and output indicators. However, not all of these indicators were SMART⁴³ and their definitions were not always appropriate for the monitoring of the targeted outcomes and outputs. For instance, the following indicator concerning Outcome 1 – “Percentage increase in EP III and rural development financing geared towards the priority activities identified through participatory development planning incorporating biodiversity conservation and SNRM” – is very difficult to measure and not very specific to Outcome 1 as defined in the original result framework. The indicator identified for Output 1.2, “100% of “green” commune development plans in PASZs are used as a programming framework for EP III and PADR [Rural Development Action Plan] investments to be made in these PASZs” is more of a target than an indicator as such, and is consequently not relevant.

Furthermore, the number of these indicators was rather large: 11 outcome indicators and over 40 output indicators. In addition, after this table of outcomes, another table including the outputs, time chart and annual objectives was presented in this ProDoc with other output indicators which were not necessarily linked to those presented in the Results Frameworks. This framework and the monitoring and evaluation tools specified in the ProDoc were therefore not very applicable at project inception and the evaluation team rates them as Moderately Unsatisfactory (MU).

This monitoring and evaluation framework was reviewed in 2007 by the project team and SAGE. Twenty two performance indicators including 11 objective monitoring indicators and 11 outcome monitoring indicators were set. **The evaluation team finds that not all of these 22 indicators and the definitions of their baseline situations and targets are relevant or adapted.** As the mid-term evaluation noted, “the formulation of certain baseline situations and targets is a little problematic.”⁴⁴ For instance, the end-of-project target for indicator 15, which was aimed at the maintenance within each reference site of an SNRM system including a monitoring and evaluation component, is not relevant to the definition of this indicator, which relates to the rate of loss of forest cover in the PASZs. In addition, the number of indicators (22) is quite high. Some of them are process indicators whose measurement is costly, difficult and requires special skills which the PMU does not possess, such as indicators 4, 5 and 6 broken down by region and/or ecosystem. The annual reporting for these indicators is therefore tedious and fairly restrictive. However, the evaluation team finds that despite this reporting constraint, **the project team was able to work with this monitoring framework and managed to calculate the majority of these indicators on an annual basis** in the PIRs, although the interpretation of the results for the species indicators compared with the baseline situations is often not very well developed. The baseline situations

⁴³ SMART: *Specific, Measurable, Achievable, Relevant and Time-bound*

⁴⁴ Zeidler, J. *PA-PASZ Concept. Protected Areas & PA Support Zones. Madagascar Environment Programme (EP III) Support Project GEF/UNDP. Final Draft.* IECN Namibia. Namibia. 22 June 2008. p.21

for all of these 22 indicators were analysed and defined between 2005 and 2007 and are therefore available. This makes it possible to assess the level of these indicators as presented in section 3.4.2.

As mentioned above, a M&E officer was in post at the PMU between 2009 and 2011. Among other things, he developed the basis for a computerised monitoring and evaluation system. However, this work was deemed to be not adequate and too late by the UNDP management team and was therefore not implemented subsequently. This system could, however, have made it possible to synthesise and collate the data, reports and documents produced as part of this project in an organised manner in order to analyse, identify and capitalise on the major lessons learned and best practice arising out of the implementation of this project.

Recommendation 8 – Implement a computerised monitoring and evaluation system from the beginning of projects which makes it possible to consolidate and mainstream the reports, documents and studies produced as part of a project of this kind.

Identify SMART indicators, within reasonable limits, whose monitoring and measurement do not require excessively sophisticated technical skills and for which the project team possesses skills internally.

Two capitalisation studies were carried out in 2012 to analyse the achievements in terms of sustainable natural resource management in reef ecosystems and mangrove, dry woodland and thorn forest ecosystems. This initiative is laudable and must be welcomed. However, **the evaluation team judges that the submitted studies by the service providers are very descriptive and not sufficiently analytical.** They present the activities supported by the project within the various reference sites, but the analysis of the contributions and impacts of these activities is not deep enough.

A management response was given to the recommendations of the mid-term evaluation. The majority of the recommendations made by the mid-term evaluation were followed up and implemented with certain exceptions, such as priority recommendation 3 on TA, or operational recommendations 20, 21 and 22 on the role and place of SAGE in the implementation of this support. However, **the evaluation team finds that both evaluations were relevant and that they helped to strengthen the management of this project and achieve the expected outputs and outcomes.**

The project reported in the form of quarterly and annual reports, which were linked to Atlas during the implementation of the project. This reporting includes the risk log, the problem log, the communication and monitoring log and the lessons learned log. PIRs were completed every year. For the service providers, no framework was established beforehand for reporting and the drafting of reports. **At present, this observation makes it difficult to consolidate the data presented in the various reports produced since the inception of the project.**

Recommendation 9 – Adopt a reporting model from the inception of projects onwards in order to make monitoring of activity implementation per output, outcome and component easier and also to make capitalising simpler.

During the project, the reef/coral, mangrove and dry woodland environmental monitoring was performed by Biodev and Océan Consultant through measurements which were systematically taken at georeferenced stations within the reference sites. A transfer of skills was completed in 2012 within the DREFs, in particular through the training of 13 DREF officers in underwater diving and the collection of marine scientific data. This training was welcomed by the DREF officers who received training. Equipment for the purpose of conducting monitoring over time was also supplied to them and a refresher training session on the use of this diving equipment was organised. However, the officers have different levels of diving ability and at present, only six officers have reached the level required to dive without an instructor and hence conduct marine environmental monitoring by means of scuba diving. In addition, diving is a fairly dangerous activity and safety measures must be properly mastered by divers. **Among other things, it would be worth running a 15-day refresher training course on safety instructions.**

Recommendation 10 – Continue with and replicate the monitoring and evaluation system implemented at other sites, in accordance with the protocols and approaches in place, to give a fuller picture of the condition of ecosystems and coral reef, mangrove and dry woodland resources.

Run a refresher training course lasting for a fortnight for DREF officers who have been trained in underwater diving and marine environmental monitoring so that officers have the same level of diving ability and ensure that they are all able to dive without an instructor and hence conduct marine environmental monitoring by means of scuba diving (only six of the 13 trained officers are currently of a standard sufficient to dive without an instructor), maintain the equipment which has been provided to them, and guarantee the officers' safety.

As another means of ensuring officers' safety, maintain diving equipment and take responsibility for the renewal of divers' insurance.

In addition, support the Special Environmental Monitoring Service within the MEF and its Department for Biodiversity Conservation and the Protected Areas System (DBC/PAS) with responsibility for coordinating environmental monitoring of the whole of the Protected Areas System in accordance with both CBD and national-level policy and strategies.

Finally, an adaptation of the METT tool relating to the monitoring of the effectiveness of MEF PA management was adopted and supplemented with the involvement of MNP. The forms completed in 2012 were reviewed by the evaluation team and supplemented with the project team.

On the basis of these various factors, **the evaluation team rates the implementation of the monitoring and evaluation framework as Moderately Satisfactory (MS).**

3.3.10. Knowledge management system put in place

A database (DB) corresponding to a document bank was developed by the project through service providers. It runs with WinIsis, a piece of document management software. Three plans for supplementing this DB were developed. In addition, a network of SNRM practitioners was created within the three regions, including 50 members from government authorities, various private and public entities and local communities. These partners were trained on data entry and the use of this DB. It is currently installed within the three DREFs and at national level, and a focal point has been designated for each DREF and within the central-level Information System Department (ISD) for the purpose of managing and supplementing it.

However, **this DB is currently poorly operational. It cannot be consulted online as the Internet connection of the MEF ISD is not currently functional.** There are difficulties in supplementing the base due to the lack of communication regarding the usefulness of the DB among practitioners and the general public. The low level of literacy of community members is a constraint to the integration of empirical and traditional knowledge, even though the DREFs have now been made responsible for filling in forms regarding traditional knowledge in collaboration with the members of the CLBs and subsequently uploading these forms in the document base. The supplementation of this DB is also hampered by institutional barriers relating to the sharing, distribution and publication of documents. This DB is not being used and consulted by practitioners to an adequate extent. Institutional agreements on the right to distribute information for the benefit of the network have not yet been reached in order to facilitate the enrichment of this base and transpose good SNRM approaches.

Consequently, the evaluation team expresses concerns as to the sustainability of this DB and its future use and exploitation. Although the database has already been installed at national level and in the regions, it cannot yet be used to produce policy briefs or capitalise on best practice and lessons learned with regard to the implementation of SNRM by the various projects.

3.3.11. Risk management system

Risk logs were routinely incorporated into the annual reports. The risks identified are briefly described and classified by type (environmental, financial, operational, political, regulatory or strategic) and level

(standard or critical). The dates on which risks were identified are also stated. For each risk, these logs present management responses which include mitigation measures.

The risk identification and management system put in place is in line with the system advocated by UNDP/GEF. Its use was efficient and exhaustive. For instance, the risk log presented in the Quarterly Progress Report of September 2010 includes the risks identified since 2007 for which a management response has been given. An updated management response is given to the 42 risks identified in this document.⁴⁵ The majority of these risks were withdrawn in 2011 and the offline risk log drawn up in September 2011 identified just four current risks, all of standard level.

Results

Q4. What contribution did the project make to the achievement of the expected outcomes and the objective, and the reduction of environmental stress and/or improvement of the ecological status of the PASZs?

Findings:

The project contributed to the **implementation of integrated PASZ management systems in the three ecosystems**. Efforts to incorporate the environmental dimension into development planning at communal level were made initially, but were not subsequently sustained. **The intercommunal conflicts' resolution platforms are currently non-operational** and require additional technical and financial support to enable them to provide intercommunal oversight of activities, coordinate the various interventions in PASZs and resolve conflicts arising between CLBs and illegal operators. These platforms form an integral part of the decentralised natural resource management system and must, therefore, be operational.

Various forms of support were given to develop the sustainable fisheries sector within the 12 reference sites. Despite the **adoption of improved fishing methods** by the fishermen who were beneficiaries and the **increased catches and economic gains** resulting from these fishing practices, the shortage of adapted fishing equipment is a constraint to the replication of these methods. **Traditional fishing methods remain the dominant practices of the local communities**. The **other sectors supported** within the reference sites **are bringing benefits for the beneficiary CLBs and groups**, even though the adoption of some of them is not guaranteed (especially the carpentry and agro-forestry sectors within the forest sites).

In total, 43 processes of ToM of forest and marine resources to CLBs in the PASZs were supported, with a high level of community support. **Resource management was effectively transferred to the CLBs which benefited from a renewal of ToM** and hence acquired skills and capacities thanks to support over the medium term. Transfer of skills is under way for the CLBs which have just benefited from a first ToM. The effectiveness of the promoted natural resources decentralised management processes and ToM is dependent on the local context and various local factors which affect the implementation of the approaches and tools promoted. Rigour must be maintained in the implementation and support to ToM processes in the future to ensure good ownership and capacity-building for the beneficiary CLBs, and to consolidate decentralised natural resource management systems in the support zones to PAs which have not been targeted so far.

The impact of this decentralised management is mainly being felt for the mangrove and reef ecosystems within the reference sites in the North zone, whose health is being maintained. The CLBs are implementing some mangrove reforestation initiatives through other partnerships outside the project. **The ToM conducted within the forest reference sites and coastal zones in the South is yielding less convincing results** even though the CLBs have likewise adopted the various tools made available. As for the reefs in the South zone, the pressure from fishing effort is very intense and traditional fishing methods remain dominant. The dry woodland ecosystems are under a great pressure due in particular to the intensive production of charcoal by foreigners, clearing and uncontrolled bush fires.

The knowledge management system is not yet fully operational and needs to be strengthened to make it

⁴⁵ EP 3 / UNDP/GEF Support. *Project Quarterly Progress Report. Updated Project Risks*. Antananarivo. 27 September 2010. 16 p.

possible to identify and replicate good SNRM approaches.

The evaluation team finds that the progress made towards Outcomes 1 (The environmental dimension is integrated into development activities) and 2 (Incomes are generated for communities through the exploitation of biodiversity) is Satisfactory (S), the progress made towards Outcome 3 (Resource management is transferred to communities) is Highly Satisfactory (HS), and the progress made towards Outcome 4 (Scientific knowledge and traditional knowledge of biodiversity conservation become tools for biodiversity conservation) is Moderately Satisfactory (MS). The level of achievement of the immediate objective of the project, namely that “SNRM systems are established and strengthened in the PASZs” (DO rating), is rated as Satisfactory (S). Despite the various changes made to the institutional framework and arrangements and the administrative, financial and accounting management procedures and the delays which arose out of them, the use of financial resources was relatively efficient in terms of the level of achievement of the outputs. The evaluation team rates the overall performance in the implementation of this project as Satisfactory (S).

The improvement in incomes and living conditions which resulted from the introduction of the new fishing methods was greatly appreciated by the fishermen who received training. The use of wood and non-wood forest products which was supported by the project also created new IGAs. The supported communities demonstrated a high level of awareness of the importance of conserving resources through a number of initiatives and positive behavioural changes. The outputs and outcomes achieved by this support contribute to the attainment of Millennium Development Goals 1 (Eradicate extreme poverty and hunger), 2 (Promote gender equality) and 7 (Ensure environmental sustainability).

3.4.1. Level of implementation of activities, achievement of outputs and outcomes

The table set forth in Appendix 3 presents the activities which had been implemented and the level of achievement of the expected outputs for each outcome as defined in the revised result framework presented in the 2008-2010 MYWP as of the date of this TE. The data presented in this table were collated from the annual reports on UNDP/GEF Support to EP III, the PIRs and the interviews and site visits that were conducted as part of this TE.

3.4.2. Analysis of the level of achievement of outcome and objective indicators

The table set forth in Appendix 4 presents an analysis of the achievement of the outcomes and objectives of the UNDP/GEF Support to EP III project based on the indicators which were identified in the monitoring and evaluation framework established in 2007 and reviewed during the 2008 institutional review.

3.4.3. Analysis of progress towards achievement of outcomes

On the basis of the information presented in the tables in Appendices 3 and 4, this section gives an analysis of the progress made towards outcome achievement and ratings for this progress.⁴⁶

Outcome 1 – The environmental dimension is integrated into development activities

The basis for an SNRM system in the three ecosystems was established by the project for all of the reference sites through cooperation with stakeholders: the plans and zoning maps and development and management plans for the four PA-PASZ systems (Lokobe, Sahamalaza, Nosy-Ve and Mikea) were developed and validated by the communities, authorities and partners at local and regional levels. These plans emphasise the development of sectors for the sustainable exploitation of biodiversity, such as the improved fishing sector and ecotourism in the PASZs of Nosy-Ve and Lokobe. They were developed on the basis of scientific information generated by the project. The results of the periodic environmental

⁴⁶ This progress was rated on the basis of the scale given on page 25 of the UNDP Guidance for Conducting Terminal Evaluations, and hence on a six-point scale: Highly Satisfactory (HS) – the project has no shortcomings in the achievement of its objectives in terms of reference, effectiveness or efficiency; Satisfactory (S) – there were only minor shortcomings; Moderately Satisfactory (MS) – there were moderate shortcomings; Moderately Unsatisfactory (MU) – the project has significant shortcomings; Unsatisfactory (U) – the project has major shortcomings in the achievement of its objectives in terms of relevance, effectiveness or efficiency; Highly Unsatisfactory (HU) – the project has severe shortcomings.

monitoring served as the basis for the revision of these plans in 2011 in order to boost the restriction of felling and the monitoring of fishing activities by the authorities and to consider the most effective and economically viable ways of managing the transfer zones (e.g. annual closed seasons for the fishing of certain species). However, these management plans were only implemented for part of the population neighbouring the PA affected by the ToM process, and are not harmonised with the activities of the other surrounding communities with a view to gaining better control over the strain on resources in the zones managed by CLBs and the strain on all zones on the PASZs. **Planning and participatory management for the whole of a particular PA Support Zone will only be effective when all communities neighbouring a PA have benefited from ToM support, apply rules on use and conservation and have the necessary organisational structures.** At present, only a few communities living on the PASZs have the necessary capacities for the sound management and use of resources. An expansion of the promoted systems to the surrounding communities in order to limit the external pressures on both the zones whose management has been transferred effectively and the PA itself must occur to make effective participatory management of PASZs in their entirety possible.

Recommendation 11 – To make participatory management of an entire PASZ effective, make use of the cores which were strengthened through this support and disseminate and adapt their approaches, tools, best practice and lessons learned within neighbouring zones.

The incorporation of the environmental dimension into regional and commune planning was effective through the development plans drawn up in accordance with the Integrated Coastal Zone Management approach which cover 20 communes in the PASZs. Greening efforts in respect of the 10 Commune Development Plans were initiated in 2006-2007 with the active involvement of the platforms supported by the project in order to integrate the conservation and sustainable management of natural resources within the first reference sites.

However, these Commune Development Plans have not been updated and are not very operational at present, primarily due to the Malagasy political crisis. In addition, **the majority of the inter-commune platforms are not currently operational due to a lack of resources.** They do not currently have organisational capacities to coordinate the interventions in their areas or to assist the CLBs in the resolution of conflicts over access to resources. The evaluation team judges that **this situation has implications for the effectiveness of the ToM process for natural resources.** Among other things, these platforms need to serve as an administrative link with CLBs – for instance, when infringements or conflicts cannot be resolved at community level. If these platforms are absent, this means that a link in the chain is no longer working. The protected fishing zones and the mangroves in the North zone, and the forests in the South, are currently under threat from **illegal exploitation from outside the CLBs**, and the offenders are unwilling to comply with the rules and penalties stipulated by the *dina*; these cases should therefore be referred back and dealt with by the local and regional platforms, before being referred to the court of first instance as a last resort. However, the current level of operation of these platforms no longer makes it possible to manage and deal with these infringements, and the entire process of decentralised management of natural resources is suffering as a result.

Recommendation 12 – Continue with the technical and financial support and strengthen the dialogue and conflicts' resolution platforms currently non operational in order to contribute to intercommunal supervision of SNRM activities, the coordination of the various interventions in the PASZs and the resolution of disputes arising between CLBs and illegal operators.

In addition, assist the restructuring of platforms whose operation is being undermined by internal conflicts through replacement of the members of their management boards and through the attendance of external partners at general assemblies and other dialogue meetings.

Lastly, the project has late distributed guides and films concerning best practice incorporating SNRM in four key sectors: agriculture, livestock rearing, fishing and charcoal production. The feedback on the receptiveness of the populations to the messages conveyed through these tools appears to be positive according to the MEF and the DREFs, which were heavily involved in the distribution of the guides and

films. However, since the project is in its final stage, the changes brought about by this activity in terms of implementation of SNRM by the local populations cannot be evaluated as yet.

The project therefore contributed to the **creation of systems for the integrated management of the PAs and PASZs in the three ecosystems** on the basis of scientific information and the active participation of stakeholders including local communities. The **zoning plans for the four PA-PASZ systems** (Lokobe, Sahamalaza, Nosy-Ve and Mikea) **were developed and validated** by the communities, authorities and partners at the local and regional levels. However, the participatory management of the whole of a PASZ will only be effective when all of the communities neighbouring the PA would have benefited from ToM support, would apply the rules concerning use and conservation and would have the necessary organisational structures. Efforts to incorporate the environmental dimension into development planning at commune level were made, but they received little support subsequently and the platforms are currently not operational. However, the development and management plans for the reference sites take both the sustainable management of the reef and mangrove ecosystems in the PASZs and improvement of the living conditions of the neighbouring populations into account. The evaluation team therefore rates the progress towards achieving the first outcome as Satisfactory (S).

Outcome 2 – Incomes are generated for communities through the exploitation of biodiversity

The project involved various forms of support to develop the sustainable fishing sector within the 12 reference sites: drafting and implementing development and management plans for marine and coastal zones on the basis of periodic environmental monitoring, training provided by the DRPRHs for 1,038 fishermen on improved fishing methods making deep-sea and more selective fishing possible, provision of fishing equipment adapted to the new methods, supply of large motorised safety dugouts making it possible to travel further and obtain swift assistance in the event of a sudden change in weather conditions or an accident, induction training for fishermen's groups on the management/maintenance of shared equipment and the use of catch monitoring forms, induction training on the use of product processing to diversify fisheries products which are put on sale, and the facilitation of access to credit for fishermen.

Photo 6 – A motorised dugout supplied by the project



In the opinion of the fishermen trained by the project's service providers and the DRPRH, **the majority of the new or improved fishing methods are effective and profitable in comparison with traditional methods.** The new fishing methods offer better selectivity (high-quality and larger fish caught) and the opportunity to exploit resources which are further out to sea in deeper zones. The improved catches and economic gains resulting from these fishing practices are significant for the beneficiary households and have received feedback from other fishermen who want to be trained in these methods. **The direct net income per dugout for the fishermen trained in new or improved methods has risen by comparison with that of non-trained fishermen:** (i) by 61% for the 34% of fishermen/households effectively involved for the "fish" sector; and (ii) by 76% for the 20% of fishermen/households effectively involved for the "crab" sector.⁴⁷ However, **the shortage of adapted fishing equipment is a constraint to the replication of these methods.** The outcomes in terms of the displacement of fishing effort towards the open sea in order to reduce the strain on lagoons, reef flats and mangrove margins are somewhat mixed. **Traditional fishing methods remain dominant in the practices of the local populations;** the number of fishermen using the methods is still low by comparison with the total number of fishermen. Although Océan Consultant says that half of the fishermen trained on site are capable of making new or improved fishing equipment, the lack of finance is limiting the spread and use of this equipment and less destructive methods. The size of the dugouts used is also limiting replication of the use of improved equipment and the displacement of fishing effort towards the open sea. In addition, population density is increasing, and with no other alternatives, it is having an impact on the number of fishermen, which is likewise rising. The quantity of alternative fishing

⁴⁷ Océan Consultant. *Résumé des activités réalisées et des résultats obtenus dans le cadre de la partie « écosystèmes marins et côtiers » du projet pour la période 2008-2010.* Antananarivo. November 2010. p.111

equipment which is available is too limited in relation to the number of fishermen. **Additional support in terms of resources** (larger dugouts, improved fishing equipment) will be **necessary to create a critical mass of fishermen** which will guarantee the spread of these methods and items of equipment.

Photo 7 – Women’s group in Amboboaka which has received support for basketwork



The sustainable exploitation of wood and non-wood products was supported in the PASZ of Mikea through three main activities: basketwork, carpentry and agro-forestry. **Basketwork has developed well in the reference site of Amboboka and is proving lucrative, and represents a good alternative with high added value for women.** With the funds generated, the group has been able to finance the construction of a shop in Ankililoaka. **Carpentry has also been taken up successfully in Amboboka** by the men’s group, but further training will be necessary to improve product quality. In Ranobe, **the development of the basketwork and carpentry sectors is in its infancy and does not appear to be very promising,** in

particular for reasons connected with the restriction of access to raw materials and internal organisation of the CLBs. Agro-forestry has experienced inception and ownership difficulties associated with the climate and poor growth of the plants chosen. It is no longer being practised in either Amboboaka or Ranobe and is not, therefore, a growth sector.

Recommendation 13 - Increase the technical and financial assistance given to develop economic sectors, in particular for the fisheries sector by supplying improved fishing equipment, and to IGAs in order to achieve greater leveraging of biodiversity conservation in marine and coastal PASZs, to achieve greater critical mass, and hence to limit the strain on NR. The spreading, replication and adaptation of the SNRM approaches established through the project within other sites on the PASZs require additional technical and financial assistance over the medium term.

Facilitate access to micro-credit for fishermen in particular in order to finance, through trained fishermen equipped with new fishing equipment, the construction of larger dugouts and the purchase of improved fishing equipment.

In addition, conduct ex-post monitoring of the training provided as part of the economic sector development and IGA promotion efforts in order to evaluate the implementation of this training and the capacity gaps to be bridged.

The inventory work carried out in the forests of Amboboka, Ranobe and Sept Lacs revealed the presence of numerous CITES and non-CITES species of wild fauna and flora which can be exported. However, the study of potential sectors for CITES species, the inventory statistics and the meetings held with operators and the MEF led to the conclusion that the **exploitable species are relatively scarce within the reference sites and that only two species have been confirmed as sufficiently abundant in terms of the number of individuals per species to be commercially viable.** Sustainable commercialisation of CITES species was therefore initiated for these two species of fauna in Amboboka and Sept Lacs. Although the target communities have been put in touch with collectors and approximately 50 individuals of the two species were sold during a trial sale, **no sustainable partnership between collector communities and CITES operators has yet been formed in the PASZ of Mikea.** The main reasons are the fact that the sites are hemmed in and geographically remote, the lack of interest in the two species identified (the latter are what exporters call “secondary products”, i.e. merchandise which is not very saleable) and the scarcity of marketable species other than these two species which would be of interest to operators. The likelihood of this market developing and generating incomes for the communities within the forest reference sites is therefore rather low. However, other scientific studies combined with traditional knowledge need to be carried out on a larger geographical scale to gauge the abundance of the species identified which are of great interest to operators. The results of scientific inventories can only be significant on a larger scale.

Recommendation 14 – Conduct other scientific studies of commercial CITES or non-CITES species, combined with traditional knowledge, on a larger geographical scale to establish the abundance of the species identified which are of great interest to operators.

Finally, in the South zone, the project helped to put together two grant applications which were recently submitted to the UNDP/GEF SGP programme. The applications are currently under consideration.

The improved fishing methods and equipment made available have demonstrated their selectivity and profitability for fishermen. However, the replication and spread of their use are not yet guaranteed. The basketwork sector has proven profitable for the Amboboka women's group. Carpentry has been taken up successfully by the Amboboka men's group. In Ranobe, however, these sectors are struggling to get off the ground. Just two CITES species have shown commercial potential, and they are not valued highly by operators. The evaluation team therefore rates the progress towards achieving the second outcome as Satisfactory (S).

Outcome 3 – Resource management is transferred to communities

Strategies for the application of the texts in all PAs and their support zones were developed and include the required organisational bodies (CLBs, surveillance committee, combined inspection team, etc.), the role of platforms in terms of regulation, the *dina* and charters of responsibilities, and finally the CLB management tools. The project contributed to the **implementation of 43 processes of ToM of forest and marine resources in the PASZs to CLBs**. Of the ToM contracts which were signed, 20 were renewed for ten years after an evaluation of the achievements of the first three-year transfer. All of the contracts are supported by zoning plans and development and management plans developed on the basis of scientific inventories conducted as part of the project.

During the first three years of transfer, and also when renewal occurred, **significant community assistance was given by the project in order to structure and hand over responsibility to the CLBs which received** these contracts for the effective management of natural resources. **These CLBs are applying the technical, administrative and legal tools** for resource management which were made available to them. They comprise various committees which are making it possible to apply the various measures stipulated in their contracts, such as a *Dina* Application Monitoring Committee, a Surveillance Committee, etc. **The evaluation team concludes that resource management has been effectively transferred to the CLBs which benefited from this first ToM**, and that the transfer of skills is under way for the CLBs which have just benefited from a first ToM. **The effectiveness of the decentralised management and natural resource ToM models promoted is dependent on the local context** and various local factors which affect the implementation of the approaches and tools proposed. **Box 2** gives a concise analysis of the achievements and factors determining the effectiveness of the ToM models promoted.

The impact of this decentralised management is mainly being felt in **the mangrove and reef ecosystems within the reference sites in the North zone, whose health has been maintained**. The results of the inventory conducted in 2011 indicate that the state of the mangroves has been maintained. The community reserve formations have remained denser than the right-of-use exploitation zones where, as at all of the sites, illegal felling is still being observed, especially along the edges of channels. The CLBs are stepping up the mangrove reforestation initiatives through other partnerships outside the project.

The **ToM conducted within the forest reference sites and coastal zones in the South is yielding less convincing results** even though the CLBs have likewise adopted the various tools made available. An **analysis of the condition of the resources** is offered below for the **mangrove ecosystems** (Box 3), the **reef ecosystems** (Box 4) and the **dry woodland ecosystems** (Box 5).

Recommendation 15 – Properly register and formalise ToM contracts which are being renewed and/or implemented and for which the contract validation process appears to be at a standstill, and have *dina* approved by an approval authority, either courts of first instance, communes or DREFs.

Continue with the ToM process through the DREFs and extend it to the sites contiguous to those which have benefited from a first contract and/or a renewal in order to build around existing cores and limit the strain on zones under ToM. Maintain rigour in the implementation and support of ToM processes in the future to ensure good ownership and capacity-building for the beneficiary CLBs, and strengthen the SNRM systems in the PASZs which have not yet been targeted.

Increase oversight of fisheries and the implementation of *dina* for destructive fishing methods (beach seine, *kaokobe*, *becobay*, etc.)

Recommendation 16 – Continue with community support and mobilisation activities for CLBs which have benefited from ToM processes in order to optimise their NR management practices, and especially for CLBs which are currently benefiting from a first ToM contract.

The community awareness-raising conducted through these various efforts to build the beneficiaries' capacities for the management and economic exploitation of marine resources **contributed to the protection of reef and mangrove ecosystems**. The **behaviour shift towards resource conservation is effective within the CLBs**, whose members also benefited economically from the IGAs introduced by the project. Towards the end of 2011, **the project supported the development of alternative income activities within all of the reference sites with a high level of community ownership**, especially among women. Households active in sectors which have no problems in terms of markets, such as ecotourism and local chicken farming, benefited from the impact of this income diversification despite the downturn in the crisis-stricken national economy. Other sectors introduced by the project require more sustained technical assistance, especially in terms of commercialisation.

Resource management was effectively transferred to the CLBs which benefited from a renewal of ToM and therefore acquired skills and capacities thanks to support over the medium term. The transfer of skills is under way for the CLBs which have just benefited from a first ToM. The evaluation team therefore rates the progress towards achieving the third outcome as Highly Satisfactory (HS).

Box 2 – Analysis of achievements and factors determining the effectiveness of the ToM models promoted

The ToM process is based on various tools including the establishment of a zoning plan, the development of a development and management plan based on scientific inventories, and the **participatory development and application of *dina***. *Dina* are social norms or codes of conduct which govern relations within or between communities. They are voluntary rules which are developed and applied by the community itself. **As a governance tool, *dina* has been given legal recognition through GELOSE legislation.** It is developed and approved by the grassroots community and becomes enforceable after being endorsed by the mayor of the local commune. The included stipulations must be “compliant with current constitutional, legislative and regulatory provisions, and customs which are recognised and not disputed in the local rural commune”. Although such a *dina* is applicable at local level and conflicts can be resolved at community level, **it is envisaged that the community or promoter of the ToM can consolidate a *dina* through its approval by a court.** This gives the *dina* legally recognised status and enables the community to have recourse to legal proceedings if necessary in dispute resolution cases.

Dina are highly respected by communities, and 75% of the population of Madagascar still lives in rural communities which are governed by *dina*. Academic literature on the use of *dina* as a natural resource governance tool at local level puts forward **several reasons why *dina* can be more effective than state regulations in promoting compliance with rules by resource users.** A *dina* is supposed to have more legitimacy and hence moral authority than rules which are imposed by external actors, as a *dina* is approved by community members. In addition, customary rules are more flexible than state regulations and easier for local users to understand, and conflict resolution procedures are simpler and, crucially, more accessible to local communities than legal proceedings (Andriamalala, Gardner, 2010).

However, the effective application of *dina* will be highly dependent on the local context, the development and validation process that it went through and the application model created. The first factor which will determine how effective a *dina* will be in future is the level of participation of the community itself when it is developed. For a *dina* to be approved by a community and for its application not to be challenged by local actors, **all residents belonging to the community must be involved in its development as much as possible.** The management and monitoring of the use of natural resources in accordance with a *dina* are generally effective when the *dina* was developed through close cooperation with the community, and when the rules in it were put forward, discussed and approved by residents. In addition, **villagers themselves must be responsible for its enforcement:** (i) this ensures that surveillance is very widespread; (ii) the community is thus solely responsible for the *dina*; and (iii) this strengthens the rule enforcement power of local institutions. **Analysis of the effective application of a *dina* must, therefore, take the local context and various forces present into account.** Other factors which may limit the effectiveness of *dina* include: the lack of capacity of certain CLB to follow through with legal proceedings, non-recognition of *dina* which have not been approved by courts, the weak management capacity of CLBs which received contracts recently, the inactivity of dispute resolution platforms, and the scale of the pressures, sometimes due to poor regional coordination of activities.

For a ToM process to be effective and for management to be transferred to a CLB effectively, all key actors must be involved throughout the process, including the CLB and its members, the commune, the members of the inter-commune monitoring, conflict management and coordination platform, the gendarmerie and the court of first instance so that legal recognition is given to the *dina* which has been created and so that infringements and conflicts which cannot be resolved at community level can be dealt with. Infringements which are identified by members of the CLB and are not resolved directly at community level must then be **escalated to different administrative levels and referred to the court of first instance as a last resort. Legal and penal measures must be enforced in order to legitimise the action taken by CLBs and to discourage infringements.** In the majority of cases, infringements are committed by people from outside the community and are difficult for CLBs to deal with.

For instance, charcoal production activities in the zone of Ranobe are being pursued by foreigners and are not currently being regulated. These charcoal producers from outside arrived in 2005 (a net decrease in cleared acreage had been observed between 2000 and 2005 - approximately 0.17% per year) and are now intimidating members of the Ezaka Ranobe VOI by preventing the latter from intervening, despite the deterrent actions being taken by the local and regional authorities. Regulatory measures must therefore be taken to limit the effects of charcoal production.

ToM support for communities over time is vital. The authorities have an essential role to play in guiding and assisting this community support in accordance with current legislation and NR management systems which are considered efficacious. ToM is only effective after several years. The ownership and implementation of the tools made available, such as monitoring tools (data transmission logbook, felling authorisation logbook, infringement surveillance and monitoring logbook), and raising villagers’ awareness of the responsibilities and rules laid down in *dina* take time. Finally, **ToM must be accompanied by a high level of motivation on the part of the CLB and leadership of one of its members.** This motivation must go hand in hand with the generation of alternative financial resources and economic opportunities.

Outcome 4 – Scientific knowledge and traditional knowledge of biodiversity conservation become tools for biodiversity conservation

There was considerable delay in the commencement of SNRM knowledge management activities, which only began at the end of 2011. An inventory of scientific knowledge of reef, mangrove, dry woodland and thorn forest ecosystems is being taken and this knowledge is being organised in a data management system validated by the MEF and national and regional actors. The project has forged various partnerships at the national, regional and local levels for the supplementation and use of this DB. This base is now installed at the three DREFs and at national level, but remains poorly operational.

Some fifty or so members of various regional and national institutions make up the three current regional networks of practitioners, namely researchers, decision-makers, technicians, local authorities and CLBs. The knowledge dissemination strategy and the knowledge management system implementation plan have been developed and validated by the three regional networks. However, the implementation of this plan is being hampered by several difficulties relating to the compilation of documents and periodic supplementation of the DB at all levels (local, regional and national), the lack of an Internet connection at the MEF and DREFs enabling them to consult the database and send documents, the poor operation of certain IT resources used to manage the database, and the insufficient number of meetings of network heads. The evaluation team therefore rates the progress towards the achievement of the fourth outcome as Moderately Satisfactory (MS).

Recommendation 17 – Make the document bank operational by proposing and signing an institutional agreement between the various stakeholders which would clarify the arrangements for supplementing this DB and sharing and distributing documents and data.

In addition, turn it into a database which will make it possible to use and exploit the data contained in the documents and reports, in order that lessons learned and best practice can be identified systematically, statistical data and traditional knowledge can be consolidated, policy briefs can be drawn up, etc.

3.4.4. Progress towards achievement of objective and impact on conservation

The evaluation team rates the progress towards achieving Outcome 4 as Moderately Satisfactory (MS). For Outcomes 1 and 2 it is Satisfactory (S), and for Outcome 3 it is Highly Satisfactory (HS). The level of achievement of these outcomes is contributing to the achievement of the immediate objective of the UNDP/GEF-supported project: *SNRM systems are established and strengthened in the PASZs.*⁴⁸

The project contributed to the creation of systems for the integrated management of the PAs and PASZs in the three ecosystems on a scientific and participatory basis. Efforts to incorporate the environmental dimension into development planning at commune level were made but not supported by the conflicts' resolution platforms, which are currently non-operational.

Various forms of support were given to develop sustainable fishing within the 12 reference sites. Despite the adoption of improved fishing methods by the CLBs and the increased catches and economic gains resulting from these fishing practices, **the shortage of adapted fishing**

Box 3 – Progress in terms of mangrove ecosystem conservation

Mangrove health was maintained throughout the implementation of the project. The mangroves managed by the CLBs have remained denser than the right-of-use exploitation zones where, as at all of the three sites, illegal felling is still being observed, especially along the edges of channels.

Overall, ToM was therefore effective for the preservation of mangrove health. The interventions supported by this project have made it possible to keep the targeted mangroves in a good state of health.

The area coverage ratio of the Antsatrana mangrove is still higher than the rates of the other two. Comparatively speaking, the mangrove formations in Antsahampano have deteriorated the most and warrant sustained monitoring. As for the mangrove formations in Ankitsika, improvements have been observed, but further efforts must be made for mangroves within the National Park.

⁴⁸ Roby, D. *Evaluation de la première année de mise en œuvre. Projet d'appui au PE3*. Antananarivo. December 2006. p.14

equipment is a constraint to the replication and spread of these methods. The other sectors supported within the reference sites, especially within the forest sites, are yielding benefits for the CLB and beneficiary groups, even though the adoption of some of them (especially carpentry and agro-forestry) is not guaranteed and the number of households involved remains fairly small.

In total, 43 processes of ToM of forest and aquatic resources to CLBs in the PASZs were supported by the project. Considerable assistance was given to communities in order to structure and hand over responsibility to the CLBs which received these contracts. Resource management was effectively transferred to the CLBs which benefited from a ToM renewal and hence acquired skills and capacities thanks to support over the medium term. The transfer of skills is under way for the CLBs which have just benefited from a first ToM. The raising of community awareness through these forms of management capacity-building and the economic exploitation of aquatic resources for the benefit of the beneficiaries have contributed to the protection of the reef ecosystems in the North and mangrove ecosystems.

Interpretation of the environmental indicator measurements shows that **the state of health of the mangrove and reef formations within the reference sites has been maintained in the North zone, but has deteriorated slightly in the South.** However, the CLBs are increasing the number of mangrove reforestation initiatives. In addition, the deterioration of dry woodland in the South is continuing despite a decrease in the rate of loss of forest cover within certain reference sites. Boxes 3, 4 and 5 give details of the state of health of each ecosystem, broken down by geographical area, and the factors and threats affecting the resources in these ecosystems.

It should be noted that in the absence of such a project in the context of the political crisis which Madagascar has experienced since 2009, **the pressure on the target zones would have been greater and the state of health of the mangrove, reef and dry woodland formations would probably have been much worse than it is today.** The efforts made have made it possible to continue raising the awareness of and motivating the various stakeholders at local and regional level in order to ensure more sustainable use of their natural resources and thereby guarantee relatively good protection and monitoring of these resources within the reference sites. In addition, since 2009 this project has provided support which has made it possible to continue the efforts to enable the DREFs to take ownership of ToM processes and conduct environmental monitoring, and to consolidate the means of doing so. In the absence of this support, there was a risk that the DREFs would have found themselves without any means and that the achievements since EP I would have been lost.

The strategy for disseminating SNRM knowledge and the implementation plan for the knowledge management system, which are intended to make it possible to spread SNRM approaches and adapt/replicate them within other sites, are not yet fully operational.

Box 4 – Progress in terms of reef ecosystem conservation

In the South zone, the inner flat is in poor, if not very poor, condition. The outer slope of the reefs in the South is in fair condition, with a live coral cover rate of between 25% and 39%. However, Jardin des Roses is categorised among the reefs which are in good to very good condition and the conservation targets for Jardin des Roses have therefore been achieved. In addition, the Aquarium A zone has an average rate in excess of 26%. The outer slope of Nosy Ve is in good condition (average rate of between 40% and 50%).

The impact of the implemented activities with fishermen at the marine sites is therefore limited, for the following reasons: increases in the number of fishermen and arrival of other ethnic groups from inland who are not professional fishermen, coral heads being overturned for sea cucumber fishing, use of beach seines, use of *laro* poison and crowbars, political laxness in Anakao and rejection of all repressible actions stipulated in *dina*, approval of the Anakao *dina* by the court of Toliara is still pending.

In the North zone, the cover rates for live hard corals within the three sites of Nosy Be are still above 40%, so the reefs are in good condition. In Berafia, the reefs are in fair condition in Matadio (34.8%) and poor condition in Antsoka (15.7%).

The condition of the reefs in the North zone is therefore fairly good and the impact of the implemented activities is thus greater there than in the South zone. The importance and economic impact of tourism in Nosy Be are probably correlated with this good level of reef conservation and the limited strain placed on reef zones by fishing.

In conclusion, SNRM approaches and systems have been developed and established within the project reference sites, and also other sites which have benefited from ToM processes. The state of health of the mangrove and reef ecosystems has been maintained in the North zone, but has deteriorated slightly in the South zone, and dry woodland is continuing to deteriorate in the South zone. Rigour must be maintained in the implementation and support of ToM processes in the future to ensure good ownership and capacity-building for the beneficiary CLBs, and to consolidate SNRM systems in the zones on the PASZs which have not been targeted so far. In addition, planning and participatory management for the whole of a PASZ can only be effective when all communities neighbouring the PA have benefited from ToM support, apply rules on use and conservation and have the necessary organisational structures. The inter-commune coordination and conflicts' resolution platforms require additional technical and financial support to enable them to provide inter-commune oversight of SNRM activities, coordinate the various interventions in PASZs and resolve disputes arising between CLBs and illegal operators. The knowledge management system also needs to be strengthened to make it possible to identify and replicate good SNRM approaches. The evaluation team therefore rates the progress towards achieving the immediate objective of the project (DO Rating) of establishing and reinforcing SNRM systems in the PASZs as Satisfactory (S).

3.4.5. Overall performance in implementing the project

As was demonstrated in the Execution section, UNDP/GEF Support to EP III underwent significant institutional changes after its inception. When the institutional arrangements were revised in 2008, the PMU was transferred from CELCO to the General Secretariat of the MEF, and then to UNDP under SDS. When the team was complete, it was considered that the human resources were generally sufficient to implement the project effectively. However, due to the high turnover of staff, these resources were limited at times. The management costs are valued at approximately 10% of the overall budget and are relatively low.

The administrative, accounting and financial management procedures changed during the implementation of the project and their application was relatively time-consuming and restrictive throughout the implementation of the project. However, the impact of these changes and constraints on the implementation of the activities and achievement of the expected outputs and outcomes was limited. The PMU, UNDP and MEF demonstrated good adaptive management capacities in the face of the crisis which Madagascar experienced. The strategy of switching to DIM was relatively efficient and made it possible to overcome the various challenges and problems brought by the political crisis. The

Box 5 – Progress in terms of dry woodland ecosystem conservation

Between 2006 and 2011, a **progressive overall decrease in wood stock was observed in the three reference sites**. The reasons varied from site to site: (i) in Amboboka, this was due to uncontrolled fires and selective felling; (ii) in Ranobe, it is medium-sized trees used to produce charcoal which are worst affected; (iii) in Sept Lacs, it was primarily medium-sized trees sought for the purpose of building houses that were exploited.

A **decrease in the number of endemic species of flora** within the three sites was observed. There was also a **fairly considerable decrease in avifauna species diversity** within the three sites, with the biggest loss occurring in Ranobe.

However, **the number of species of newly-discovered amphibians was 50% higher** in September 2011 than it had been in 2006. The **number of endemic species of mammals** found within the three sites **also increased** between 2006 and 2011.

In conclusion, the environmental monitoring conducted in 2011 revealed **progressive and alarming deterioration of the forest ecosystems in Ranobe**, where the permanent and massive presence of illegal forest operators was observed. Charcoal production and clearance are the key problems in Ranobe. These practices are the cause of the deterioration of fauna habitat and the loss of species of flora and fauna. In addition, **the ineffectiveness of the ToM process in Ranobe** (low capacities of the CLB, non-approval of *dina*, no *dina* monitoring committee created) **is a barrier to the conservation of Ranobe's forest resources**. The project was therefore unable to slow down forest deterioration in Ranobe.

In Amboboka and Sept Lacs, although a number of man-made pressures are likewise observed (*hatsake* or slash-and-burn agriculture, selective tree felling), **the level of deterioration still appears to be low, and these sites retain their primary status** with plant formations which are very characteristic of natural forests which have undergone little disturbance. In addition, **the adoption of management tools by the Mahavita Tsara CLB in Amboboka and the motivation it has displayed are encouraging signs for the conservation of resources in this forest**.

management, contracting and payment procedures, though lengthy and restrictive, made it possible to guarantee transparency of management and to respond actively to these contextual factors.

The Steering Committee fully played its role of providing strategic guidance for the project in a participatory manner which included both national and regional actors.

On the date when this evaluation was conducted, 87% of the funds available from MEF and UNDP TRAC financing had been disbursed. Despite the various changes made to the institutional framework and arrangements, and to the administrative, financial and accounting management procedures and the delays which arose out of them, the use of financial resources was relatively efficient for the various activities which were supported and in terms of implementation of the outputs (the achievement of the first two outcomes is rated as Satisfactory, for Outcome 3 it is rated as Highly Satisfactory, for Outcome 4 it is rated as Moderately Satisfactory, and the achievement of the immediate objective of the project is rated as Satisfactory).

The evaluation team therefore rates the overall performance as regards implementation of this project (IP Rating) as Satisfactory (S), taking into account the factors presented above and the political crisis that Madagascar experienced during the implementation of this project.

3.4.6. Early signs of expected and non-expected impacts, outcomes and changes with regard to beneficiaries' incomes and lives

At all of the sites visited, **the improvement in incomes following the introduction of the new fishing methods has been highly appreciated by the fishermen who were trained.** The size of catches has increased in the deep-sea fishing zones, which are richer in species which are sought after by the market and sell for high prices. Fishing in lagoons and overfished zones is limited in these cases. The increase in quantities sold and the incomes derived from them (the increase in direct net income per dugout is estimated at 61% for the “fish” sector and 76% for the “crab” sector according to the Océan Consultant study⁴⁹) is therefore generalised within the reference sites and has made it possible to improve living conditions for fishermen's households, e.g. through enrolment of children in school and the shortening of the off-season. Fishermen also mention the increase in productivity obtained through the use of these new methods. **These observations are early signs of positive medium-term and long-term outcomes and impacts on the living conditions and incomes of the beneficiaries.** The fishermen who received support should continue using these improved methods, with support from the DRPRHs among others. In addition, in the medium term, community awareness, community ownership of ToM processes in mangrove areas and the economic exploitation of aquatic resources for the benefit of the beneficiaries should contribute to the protection of reef and mangrove ecosystems in the PASZs and the maintenance of their health.

The CLBs which benefited from a first ToM between 2001 and 2005 and have just benefited from a renewal of this ToM are demonstrating good management and initiative capacities. They are dynamic and are applying the management and monitoring tools effectively. **The good management of resources by these CLBs should continue over the long term and thereby facilitate effective protection of the zones whose management has been transferred to them.**

However, fishermen are still in the process of taking command of the fishing sector because despite the increase in output, the prices of certain products are still dictated by collectors and product processing and conservation techniques are still not developed enough to lend more added value to these products.

The exploitation of wood and non-wood forest products which was supported by the project also created new IGAs, such as basketwork in Amboboka, in which a very dynamic women's organisation is involved. **The beneficiaries have reported significant regular incomes which have already motivated them to build a point of sale with help from BIODÉV.**

⁴⁹ Océan Consultant. *Résumé des activités réalisées et des résultats obtenus dans le cadre de la partie « écosystèmes marins et côtiers » du projet pour la période 2008-2010.* Antananarivo. November 2010. p.111

New income diversification capacities were also created by the project through the development of agricultural activities (market gardening and local chicken farming), embroidery, tourist guiding and fruit processing. **The most successful activities in terms of income generation are chicken farming, market gardening and tourist guiding** as they are not experiencing any market-related problems and the production techniques have been well mastered by the beneficiaries. The support given by the project to the organisation of tourist guiding in the sites in the North was targeted at young people, who form part of the segment of the population who do not have permanent jobs. **The impact should continue over the medium and long term because the beneficiaries are displaying very good ownership of the techniques promoted.** However, the **embroidery activities** (except in Sakatia, Ambatozavavy and Antanamitarana) **and fruit processing activities are still generating small incomes** for women because the socio-economic crisis is slowing down product sales; the quality of the products and equipment are inadequate to produce greater quantities of them. **These sectors need more sustained technical support to enable them to develop over the medium term.** Nonetheless, women are still motivated to continue with these activities in order to maintain income sources amid a context of underemployment in the villages.

3.4.7. Level of public awareness of biodiversity conservation issues

In general, the communities supported by the project demonstrated a high level of awareness of the importance of resource conservation through several initiatives and positive behaviour changes. **Most of the CLBs respect rights of use in the zoning of sites and enforce *dina* against infringements in relation to access to resources.** The level of community ownership is high in relation to the objectives and approaches of the ToM contracts. **The CLBs have improved their organisational capacities to protect their interests;** CLB members have taken the initiative in conducting surveillance in the transferred areas and in notifying the local authorities of cases of illegal exploitation of resources within their territory.

Many mangrove reforestation initiatives are under way within the reference sites and they are being supported by other partnerships outside the project (e.g. Antsahampano, Antsatrana). The CLBs met as part of this TE show great interest in the conservation of these mangroves and reefs. Communities are becoming aware of conservation through the value of the species marketed (including CITES species), and this has enhanced the credibility of the SNRM message conveyed by the project to the population. The communities which have benefited from the IGAs also have a high level of awareness of conservation priorities due to the money flows created by the IGAs. **More needs to be done to raise awareness,** particularly in areas which have not undergone ToM and within sites such as Ranobe, where forest degradation is continuing and adding to a set of institutional and organisational challenges created by various local actors.

Recommendation 18 – Continue to raise awareness of conservation, especially in zones which have not undergone ToM and within sites such as Ranobe where forest degradation is continuing and adding to a set of institutional and organisational challenges created by various local actors.

In addition, in Ranobe, regulate charcoal production practices in order to limit the strain on forest resources.

3.4.7. Contribution of project outcomes to achievement of Millennium Development Goals (MDGs)

The aforementioned outputs and outcomes achieved through this UNDP/GEF Support to EP III are contributing to the achievement of the following three MDGs:

Goal 1 – Eradicate extreme poverty and hunger

The project has helped to strengthen community management of natural resources within the reference sites and within other sites which have undergone ToM processes. The majority of rural community activities relate to available natural resources and their management. Strengthening this community management makes it possible to conserve NR sustainably and hence to help guarantee that they will last.

The fishing sector, the sustainable wood and non-wood product exploitation sectors and the various IGAs which were supported in both the North and the South have helped to boost communities' incomes.

Goal 2 – Promote gender equality

The gender dimension and the promotion of gender equality were successfully targeted by this support. Women are represented within CLBs which have benefited from the ToM process and within the capacity-building activities which were run, and also within the dialogue and dispute resolution platforms. Women's groups and the women within these CLBs have also received direct support for the implementation of IGAs such as embroidery, sewing, basketwork and fruit processing.

Goal 7 – Ensure environmental sustainability

By virtue of the level of achievement of its immediate objective, which has been rated as satisfactory, this project is contributing to this goal and more specifically its second target, namely reducing biodiversity loss and achieving a significant decrease in the rate of loss.

Q5. What is the likelihood of sustainability, replication and mainstreaming of the outcomes and best practice following implementation of the project?

The evaluation team rates the socio-economic sustainability of the outcomes achieved by the UNDP/GEF Support to EP III project as Likely (L), their institutional and environmental sustainability as Moderately Likely (ML), and their financial sustainability as Moderately Unlikely (MU).

Significant community support was provided by the project so that the CLBs which received ToM contracts could be structured and given responsibility. These CLBs were all trained in the use of the technical, administrative and legal tools necessary for resource management. However, these CLBs have varying levels of capacity to monitor and manage resources and to enforce access regulations in particular.

It is likely that the approaches tested within the reference sites will be replicated in other zones if the socio-economic and institutional context allows and if supplementary support is given. However, the project did not develop a specific strategy for the replication of best practice and lessons learned. In addition, the replication and mainstreaming of best practice and lessons learned will require review and improvement of the database that was created.

3.5.1. Likelihood of sustainability

Socio-economic factors

The members of the various CLBs which benefited from the ToM process **have done a good job of taking ownership** of the ToM principles, approaches and tools and **have also been heavily involved** in ToM activities. Community sector principles have been well adopted by the various CLBs. **This ownership and involvement is a major socio-economic factor** in guaranteeing the sustainability of the outcomes in terms of sustainable community management of natural resources.

The majority of the CLBs which we met during this evaluation also demonstrate good structuring and cohesion in terms of their management bodies. **This good structuring makes it possible to expect that the ToM outcomes will be sustained over the medium term.** Community support is needed to continue building the capacities of CLBs and ensure that they take ownership of ToM processes.

The socio-economic support which was given to the communities and groups is helping to strengthen the ownership of ToM processes and NR conservation and management approaches. **This support is also an important socio-economic factor in guaranteeing the sustainability of the achievements of this project.** Further support is necessary to provide economic incentives for NR conservation and management, as has been done for the sectors and the IGAs.

On the basis of these various factors, the evaluation team rates the socio-economic sustainability of the outcomes achieved by the UNDP/GEF Support to EP III project as Likely (L).⁵⁰

Institutional and governance factors

The **good collaboration between the MEF and the DREFs, DRPRHs and MNP is an institutional factor for the sustainability of the outcomes achieved in terms of SNRM approaches.** The government's willingness to continue with and expand the ToM process, as demonstrated in MNP's 2012-2016 Strategic Plan in particular, should make it possible to sustain and replicate the approaches developed for SNRM and ToM to CLBs.

However, **the Malagasy political context represents a major challenge** for the coming years, and is having significant short-term repercussions on the conservation and management of biodiversity and NR.

In addition, the knowledge management system put in place must be consolidated to make it possible to identify and replicate SNRM best practice and thereby make outcomes and achievements sustainable. An institutional agreement which would clarify the arrangements for supplementing this DB and sharing and distributing documents and data needs to be signed by the managements of the various institutions. This system must also turn into a database which will make it possible to use and exploit the data contained in the documents and reports collated in this base, in order that lessons learned and best practice can be identified systematically, statistical data and traditional knowledge can be consolidated, policy briefs can be drawn up, etc.

On the basis of these factors, the evaluation team rates the institutional sustainability of the outcomes achieved through the UNDP/GEF Support to EP III project as Moderately Likely (ML).

Environmental factors

The trend in the state of health of the mangrove and reef formations within the reference sites in the North zone is stable and fairly good. This trend should be maintained, even though the reefs will face several exogenous threats, such as the impact of climate change or demographic pressure. The sustainable management of mangrove ecosystem resources by CLBs must be effective enough to guarantee sound conservation of these resources over the medium and long terms.

The strain placed by fishing effort on the reef ecosystems, in both the North and the South, poses a considerable threat to the maintenance of the state of health of reef resources. Additional support in the form of fishing equipment in particular will be necessary to achieve a critical mass of fishermen which would guarantee the spread of less destructive methods and equipment, and would therefore limit the strain exerted by fishing effort. Socio-economic alternatives must also be developed to limit the removal of aquatic resources and the strain on reef resources. These alternatives include tourism activities, agriculture and the processing of agricultural produce.

The trend of deterioration of dry woodland in the South is continuing, even though data available from satellite images show a net decrease in the rate of loss of forest cover since 2006 within all of the reference sites apart from Ranobe in the South. The huge rise in charcoal production activity in the zone of Ranobe poses a real threat over the short and medium terms for biodiversity in the forests of Mikea. Regulatory measures must be taken swiftly to regulate these practices and limit their impact on the natural resources of the PASZ of Mikea.

The pressure on NR on the outskirts of the PAs therefore poses a considerable risk to the sustainable management of the PASZs and ultimately the PAs. Further efforts will need to be made to consolidate the decentralised management measures which are currently being taken and spread them

⁵⁰ To evaluate the likelihood of sustainability of the project's outcomes, the evaluators followed the rating table used by UNDP/GEF for conducting Terminal Evaluation Reviews, namely: Likely (L): negligible risks to sustainability; Moderately Likely (ML): moderate risks; Moderately Unlikely (MU): substantial risks; Unlikely (U): severe risks; Highly Unlikely (HU).

effectively to all PASZs in order to limit external pressures on resources and their impact on conservation within the PAs as much as possible.

There is a Special Environmental Monitoring Service within the MEF and its Biodiversity Conservation Department and Protected Areas System (BCD/PAS) which is responsible for coordinating environmental monitoring of the whole of the Protected Areas System in accordance with both CBD and national-level policy and strategies. This Service will make it possible to monitor the condition of the different ecosystems and hence take action if this condition deteriorates. In addition, the transfer of environmental monitoring skills to DREF officers will make it possible to contribute to the work of this Service.

On the basis of these factors, the evaluation team therefore rates the environmental sustainability of the outcomes achieved by the UNDP/GEF Support to EP III project as Moderately Likely (ML).

Financial factors

Additional technical and financial support is necessary to make it possible to sustain the achievements of this project and replicate the associated best practice and lessons learned.

For instance, the dispute resolution and dialogue platforms no longer have funds to operate and the discontinuation of financial support from the project for these platforms in 2008 led to their being stood down. Without additional financial support, it is therefore unlikely that these platforms will be sustainable in the medium term.

On the basis of these factors, the evaluation team rates the financial sustainability of the outcomes achieved by the UNDP/GEF Support to EP III project as Moderately Unlikely (MU).

3.5.2. Long-term viability of dispute resolution and dialogue platforms

The evaluation team expresses fears as to the long-term viability of the dispute resolution and dialogue platforms. They are currently not very active, some are affected by internal conflicts which are undermining their operation, they lack financial resources to operate, and they are consulted little by the various stakeholders. **These platforms form a link in the chain of the ToM process and model promoted** and are therefore necessary for the sound decentralised management of resources in the Malagasy local context.

These platforms have problems in terms of their structure and general operation. The evaluation team believes there is a risk that these platforms will disappear in the medium term without **additional technical and financial support in the short term which would make it possible to resurrect and restructure them.** These platforms are essential to contribute to inter-commune supervision of SNRM activities, the coordination of different interventions in the PASZs and the resolution of disputes arising between CLBs and illegal operators.

3.5.3. Capacity of site managers to take charge of biodiversity conservation

Significant community support was provided by the project so that the CLBs which received ToM contracts could be structured and given responsibility. **These CLBs were all trained in the use of the technical, administrative and legal tools** necessary for resource management.

However, **these CLBs have different levels of capacities** in terms of resource monitoring and management and the enforcement of access regulations in particular. The majority of the CLBs met during this evaluation expressed a desire to receive additional management training.

In addition, as part of the new ToM processes, rigorous and ongoing community support needs to be given to the CLBs to make it possible to structure them, build their capacities and enable them to take full and effective ownership of the approaches promoted.

3.5.4. Likelihood of replication and mainstreaming of best practice and lessons learned

It is likely that the approaches tested within the reference sites will be replicated in other zones if the socio-economic and institutional context allows, and if further support is given. The DREFs are piloting the ToM process, so the arrangements and approaches developed for this ToM should be replicated. This replication is necessary to make it possible to improve the medium-term and long-term outcomes for biodiversity, in order to achieve full coverage of the PASZs.

The replication of best practice and lessons learned, especially with regard to the development of the aquatic, wood and non-wood sectors, will require additional support. Specific ways of increasing the number of users of improved fishing methods to make it possible to limit the strain on aquatic resources and reef and mangrove ecosystems, for instance, will need to be identified.

In addition, the replication and mainstreaming of best practice and lessons learned will mean that the database which has been created will need to be reviewed and improved, in order to make it a proper tool for the management and exploitation of knowledge that can make it possible to identify, disseminate and mainstream best practice and lessons learned.

Recommendation 19 – Conduct an impact study on the various interventions which have been implemented on the PASZs over the last 10 or 15 years in order to compare the different approaches which have been followed, the extent to which communities have taken ownership of them, their effectiveness in the management and conservation of NR, the sustainability of the outcomes achieved and the degree of replication and mainstreaming of best practice and the lessons learned from these various interventions.

Add the data arising out of this impact study to the DB. The effectiveness of the various ToMs which have been conducted over the last 15 years could also be examined by this study by comparing several transfers, the local contexts and factors, and the adoption and enforcement of *dina*.

4. Summary of ratings

The table below summarises the various ratings which the evaluation team has used in this terminal evaluation of the UNDP/GEF Support to EP III project.

Table 7 – Evaluation ratings

Evaluation ratings:			
1. Monitoring and evaluation	rating	2. Execution	rating
M&E design at entry	MU	Quality of UNDP implementation	S
M&E implementation	MS	Overall quality of Implementation and Execution	S
Overall quality of M&E	MS		
3. Assessment of outcomes	rating	4. Sustainability and replication	rating
Relevance	R	Financial factors:	MU
Effectiveness:		Socio-economic factors:	L
Achievement of outcome 1	S	Institutional framework and governance:	ML
Achievement of outcome 2	S	Environmental factors:	ML
Achievement of outcome 3	HS	Overall likelihood of sustainability of outcomes achieved:	ML
Achievement of outcome 4	MS		
Efficiency	S		
Achievement of immediate objective	S		

5. Lessons learned

The evaluation identified the following lessons learned in terms of the mechanism and process of decentralised management of natural resources:

- The effectiveness of decentralised management of natural resources and enforcement of a *dina* depends on the local context, the development and validation process followed and the application model created. The first factor which will determine how effective a *dina* will be in future is the level of participation of the community itself when it is developed. In addition, villagers themselves must be responsible for its enforcement. Analysis of the effectiveness of a *dina* must, therefore, take the local context and various forces in presence into account.
- Other factors which can limit the effectiveness of *dina* include: the lack of capacity of certain CLBs to follow through with legal proceedings, non-recognition of *dina* which have not been approved by courts, the weak management capacity of CLBs which received contracts recently, the inactivity of conflicts' resolution platforms, and the scale of the pressures, sometimes due to poor regional coordination of activities in PASZs.
- For a ToM process to be effective and for management to be transferred to the CLB effectively, all key actors must be involved throughout the process, including the CLB and its members, the commune, the inter-commune monitoring, conflict management and coordination platform, the authorities, the gendarmerie and the court of first instance. All partners must be involved in NR management: the MEF, DREFs, DRPRHs (for aquatic resources), MNP, communes and communities.

- Legal and penal measures must be enforced in order to legitimise the action taken by CLBs and discourage infringements. In the majority of cases, infringements are committed by persons from outside the community and the village and are difficult for CLBs to deal with. Therefore, the capacities of courts of first instance must also be analysed and strengthened if necessary to optimise the decentralised management of natural resources.
- Community support to ToM process over time is vital. It takes more than three years for the management tools made available to be adopted and applied and for villagers to be made aware of the responsibilities and rules laid down in the *dina*. The first three-year transfer must make it possible to lay the foundations for decentralised management, which will then be consolidated during the second transfer.
- The tools and approaches which are tested and applied must be simple to enable them to be used optimally, and also to enable them to be adapted in other zones and other local contexts.
- The inter-commune dispute and conflict support and resolution platforms form a necessary link in the chain of the current decentralised management of natural resources. They must therefore be functional so that they can contribute to the inter-commune supervision of SNRM activities, the coordination of the various interventions in the PASZs and the resolution of conflicts which cannot be resolved at community level.
- At the inception of such a project/support, a serious and in-depth process of diagnosis of deterioration drivers in each zone needs to be conducted in order to design interventions which are well adapted to the realities specific to each intervention zone.
- The resource management support provided in the PASZs must target the whole of the area and the communities living on PA support zone if it is to have a significant impact on conservation and limit the pressures on the PASZ and ultimately the PA. Participatory management of the whole of a PASZ will only be effective when all of the communities neighbouring the PA apply rules concerning use and conservation and tackle the external pressures and threats affecting resources. It will therefore be advisable to make use of the cores which were strengthened through this support and to disseminate and adapt their approaches, tools, best practice and lessons learned within the neighbouring zones. A robust and concrete replication plan with associated resources is therefore essential to achieve conservation and biodiversity goals at the stage of designing an intervention such as EP III which favours pilot-based approaches initially.
- The implementation of such management models will only be effective if CLBs and their members derive economic benefits from SNRM. This makes it necessary to support measures relating to management and regulation of use promoted by IGAs which have proven potential and will be easy for communities to take ownership of.
- The effective management and exploitation of knowledge with a view to better management and conservation of resources through the supplementation and use of a DB by the various partners will require the implementation of institutional agreements on the exchange and sharing of documents between the different partners at the highest level.
- The majority of the new or improved fishing methods are regarded by beneficiaries as effective and profitable by comparison with traditional methods. However, traditional methods and equipment are still widely used and the strain placed by fishing on reefs and shallow water is still considerable. Additional support in the form of fishing equipment is necessary to achieve a critical mass of fishermen sufficient to guarantee the mass adoption and spread of improved methods and equipment.
- The support for the sustainable fishing sector has had a greater impact on the reef ecosystems in the North and the mangrove ecosystems. The condition of these ecosystems has been maintained and they are generally in good health. For the reefs, this finding demonstrates that the pressure from fishing effort is smaller than it is in the reef zones of the South. The tourism activity in Nosy Be among other places is probably connected with this.
- The deterioration of the dry woodland in the South is continuing, due in particular to intensive charcoal production. Regulation of this activity is necessary in the short term to limit its impact on flora and fauna resources.

The evaluation also identified the following lessons learned with respect to project management and monitoring and evaluation:

- AWP's must be validated and signed off earlier in the year, and no later than the end of January, so that project teams can start implementing activities by February at the latest.
- The number of performance indicators must be realistic and indicators must be fairly easy to measure. In addition, the targets for these performance indicators must be consistent with the actual wording of these indicators.
- To guarantee optimal monitoring and evaluation and make it possible to consolidate and mainstream the reports, documents and studies produced, a computerised monitoring and evaluation system must be implemented at the inception of the project.

Annex 1 - Evaluation Terms of Reference

Terms of Reference Final evaluation of the UNDP/GEF project

Madagascar Third Environment Programme (EP III): Support to the protected area network and strategic zones

1. Project baseline data

Project title	<i>Madagascar Third Environment Programme (EP III): Support to the protected area network and strategic zones</i>
Beneficiary country:	Madagascar
Abbreviation	UNDP/GEF EP3 Support Project
GEF Agency	United Nations Development Programme (UNDP)
Implementing agency	Ministry of the Environment and Forests - Assisted NIM (MEF)
National execution agencies and responsible parties	Ministry of Fisheries and Fish Resources (MPRH) Madagascar National Parks (MNP) NGOs, national institutions, associations, consultancy firms
Project zone	DIANA - SOFIA - ATSIMO ANDREFANA Regions
Project sites	10 marine reference sites comprising 30 fishing villages 3 forest reference sites comprising 4 villages
Date of signature of Project Document	Original: 27 May 2005 (Start-up work plan) Re-signed: 26 July 2006 (NEX) Re-signed: 24 February 2011 (DIM)
Duration of the project	July 2005 – June 2012

Financial set-up in line with the PRODOC (July 2006)	
GEF	US \$4,500,000
UNDP/TRAC	US \$1,800,000
International	US \$8,850,000
Government	US \$1,500,000
Other	US \$1,000,000
TOTAL:	US \$17,650,000

Other important information			
GEF phase	GEF3	Date of project acceptance in the GEF pipeline	November 2002 (GEF Council)
GEFSEC ID	1884	Date of CEO endorsement of the PRODOC	02 March 2004
Atlas Award and Project ID (former)	00040179 00045341	Date of first disbursement	22 August 2005
Atlas Award (current)	00059623	Planned duration of the project	5 years
Project type	Full	Date coordinator took up duties	01 July 2005
Area	Biodiversity	Original date for project's operational closure	August 2010
GEF Strategic Programme	SO1	Anticipated date for project's operational closure	30 June 2012
GEF Operational Programme	OP2 and OP3	Anticipated date for project's financial closure	1 year after op. closure
Regional office	Africa		
UNDP/GEF Technical advisor	Fabiana Issler		

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2 Introduction

All medium or large-sized projects supported by the GEF are subject to a final project evaluation (FPE) when their implementation comes to an end. An FPE examines the success of implementation and extent to which the outcomes have been achieved, comparing these with the project objectives approved by the GEF, taking into consideration any changes made during execution.

These ToR relate to the final evaluation of the UNDP/GEF “Madagascar Third Environment Programme (EP III): Support to the protected area network and strategic zones”, which commenced in 2005 with a GEF budget of US\$4.5 million plus US\$13.3 million in co-financing, these funds being approved for biodiversity protection in Madagascar.

Madagascar is recognised as being one of the world’s 17 megadiversity hotspots but biodiversity conservation remains problematic outside of its network of Protected Areas. These Protected Areas are increasingly becoming isolated islands within severely degraded areas. In the context of Phase 2 of its Environmental Action Plan, Madagascar adopted a participatory approach to sustainable natural resource management (SNRM). This participatory management is compromised, however, by a lack of sustainable models and a lack of financial incentives for the communities.

The Environmental Programme III (EP3) corresponds to the third five-year phase of the Madagascar government’s National Environmental Action Plan (NEAP), designed from the outset as a 15-year investment programme divided into three five-year phases.⁵¹ Implementation of the NEAP commenced in 1991 with the support of a wide coalition of bilateral donors, international bodies (including the GEF, WB and UNDP) and NGOs.

GEF support to EP3 has been provided through a joint GEF/WB/UNDP programme in which the UNDP project has focused on community natural resource management in Protected Areas Support Zones (PASZ), and the WB’s project has targeted its support towards managing the Protected Areas (PAs) themselves, along with the long-term financial sustainability of the national protected areas system. The two UNDP/GEF and WB/GEF EP3 support projects are therefore interlinked and complementary although the management arrangements are separate. The exception to this latter point is that, initially, the EP3 Coordination Unit (CELCO) was responsible for implementing both projects.

In order to establish and strengthen community systems for sustainable natural resource management in the protected areas support zones, the first component of the UNDP/GEF project focused on producing models for productive SNRM, as well as reconciling conservation and development at 13 reference sites representative of ecosystems in the peripheral zones around the protected areas: reefs, mangroves and dry spiny forests. The second component addressed knowledge management, with the challenge of developing SNRM as a more profitable tool for biodiversity conservation: one that could provide the means for Madagascar’s sustainable development.

In order to achieve the project objective, five outcomes were identified:

- O1: SNRM and biodiversity conservation have been improved through their full integration into development planning in PA Support Zones, via stakeholder platforms
- O2: Productive SNRM models have been reproduced in the PASZ field laboratories
- O3: Co-management systems for Marine Protected Areas have been improved through the integration of SNRM principles
- O4: SNRM knowledge production is contributing to the efficient management of natural resources in Madagascar

⁵¹ The first five-year phase was aimed at establishing an appropriate policy, regulatory and institutional framework through which to create the necessary conditions for the country’s strong ownership of environmental issues. The second phase of the EAP was aimed at consolidating the programmes launched in the context of the first phase while developing the forestry, marine and coastal sectors and promoting strengthened national institutions. The third phase is aimed at achieving the incorporation of environment issues into management programmes, at both macro-economic level and when establishing sustainable environmental financing mechanisms.

O5: SNRM knowledge sharing among the stakeholders is contributing to efficient and sustainable management

The two project intervention sites are located in three regions of the main island, DIANA and SOFIA in the north-west and ATSIMO ANDREFANA in the south-west. They specifically cover the protected areas support zones managed by Madagascar National Parks, Lokobe/Nosy Tanikely and Sahamalaza/Iles Radama in the north, and Mikea and Nosy-Ve/Androka in the south, respectively. The direct project beneficiaries are Madagascar National Parks and the local communities at the reference sites.

REVIEW OF THE STRATEGY AND OUTCOME FRAMEWORK/COMPARISON WITH INITIAL PRODOC

Over the 2007 and 2008 period, the concept of decentralisation and deconcentration began to gain an increasing foothold in the country. It was in this context that the Ministry of the Environment and Forests (MEF) made known its desire to revise the outcomes for the project document “UNDE/GEF EP3 Support” in order to simplify the way it was expressed and to make it easier for all stakeholders to understand and take up ownership of. (See Annex C for an interpretation of the logical framework in English and in French produced by the mid-term review).

The new formulation of outcomes proposed by the MEF, ANGAP (now Madagascar National Parks or MNP) and UNDP in the light of the recommendations of the mid-term review in June 2008 and validated by GEF thus now reads as follows:

- O1: SNRM and biodiversity conservation have been improved in the protected areas support zones through their integration into development planning
- O2: The approaches developed at the field reference sites aimed at defining appropriate biodiversity conservation and SNRM measures and developing sustainable and profitable channels for biodiversity use have been reproduced in the Protected Areas Support Zones.
- O3: The participatory management systems for marine and coastal protected areas have been improved through the integration of SNRM measures
- O4 : The production and] sharing of knowledge on SNRM with stakeholders is contributing to improved management efficiency and sustainability⁵²

MANAGEMENT ARRANGEMENTS

At project start-up, the project management unit (PMU) was placed under the supervision of the EP3 Coordination Unit, CELCO. A project steering committee was established in 2006-2007, under the leadership of the Secretary General of the Ministry of the Environment, Waters and Forests and Tourism (MEEFT), with its regional-level branches.

The strategic review led to revised management arrangements. The project management unit was relocated from CELCO to an office in the premises of the Ministry of the Environment and Forests (MEF) in June 2008. The project's national management was entrusted to the Secretary General, and the chairmanship of the Project Committee to the Minister.

The political crisis that emerged in January 2009 meant that Madagascar was put in a special development situation (SDS) in April 2009 and the project's management arrangements underwent gradual changes, becoming first assisted national implementation (NIM) and then, finally, DIM in 2010. The project office was relocated to premises annexed to UNDP in Andraharo in July 2009. The Ministry of the Environment and its regional offices did, nevertheless, continue to be deeply involved in coordination and monitoring. The project has, just this year (2012), returned to Assisted NIM.

In accordance with the recommendations of the mid-term review, a monitoring/evaluation officer was recruited at the end of 2008 with the aim of establishing an M&E system in line with the requirements of the MEF, UNDP and

⁵² The formulation of Outcome 4 is the result of the 2007 mid-term review's attempt to better interpret the project outcomes, and the subsequent combination of reformulated outcomes 4 and 5 (Outcome 4 “The production of knowledge is improving the efficiency of SNRM in Madagascar” and Outcome 5 “NRM knowledge sharing with stakeholders is contributing to improved management efficiency and sustainability”).

the GEF. As regards international technical assistance, the UNDP country office and the MEF considered it inappropriate to recruit another TA following the management arrangement adopted in June 2008 and the project's subsequent DIM status.

Initially planned for five years, bearing in mind the different changes and in the light of the outcomes noted and processes commenced at the time of the GEF's regional mission to Madagascar in February 2010, the project requested an extension until December 2011. This request was agreed by the regional office in December 2010 at no additional cost, and until June 2010 for the evaluation and final Project Implementation Report (PIR).

PROJECT WITHDRAWAL STRATEGY

The project is currently in the process of producing and implementing a withdrawal strategy.

The strategy for maintaining the project actions over time, applied throughout the 2011/2012 year, the last year of the project, took two closely related aspects into account:

- capitalising on and consolidating the gains made since 2008 by means of continued technical activities, and promoting the value of these through communication activities.
- preparing the handover that would ensure continuation after project end by:
 - i. establishing a principle of partnership between the communities and the technical services responsible for environment, forests and fisheries but also with the zone's economic and financial operators.
 - ii. building the capacity of the MEF at both regional and central level: various training courses and provision of equipment for knowledge management, environmental monitoring, communication.
 - iii. building the capacity of village leaders in different aspects of community organisation, natural resources and socio-economic activities at the reference sites in order to maintain the dynamic.

3. Objectives of the evaluation:

The Final Project Evaluation (FPE) will serve as a vector of change for UNDP and GEF programming, as well as for the host country in terms of its policy. Evaluations play a critical role in reinforcing accountability and institutional learning. Its main objectives are:

1. To evaluate the relevance, performance and success of the project in achieving its objectives.
2. To identify the early signs of a possible impact and the sustainability of outcomes, including its contribution to developing the local beneficiary organisations' skills, and achieving global environmental objectives.
3. To identify/document the lessons learned and make recommendations aimed at improving the design and implementation of other UNDP/GEF projects.
4. To increase organisational learning by focusing on development work.
5. To make recommendations that will enable informed decision-making and improved production and implementation of policies in the host country.

According to UNDP/GEF rules and the Project Document (PRODOC), a final evaluation is to be conducted during the last months of the project. In principle, the FPE should be completed within 6 months of the end of all project activities. The FPE process is initiated and managed by UNDP.

As an integral part of the project cycle, the evaluation will analyse the project's achievements by comparing them with its initial objectives. The evaluation will take into account the project's effectiveness, efficiency, relevance, impact and viability. In addition, it will identify factors that may have facilitated or, in contrast, hindered the achievement of these objectives.

The FPE will focus on issues of performance, project design, project strategy, reporting, monitoring/evaluation, use of technical assistance, partner relations and effective use of financial resources.

It is important to conduct an in-depth evaluation of progress made in project implementation to date. The evaluation should, however, also result in a set of practical recommendations with which to consolidate the project outcomes through the host country governments and main stakeholders. It should also enable lessons to

be learned and should help to define the future direction of **biodiversity management for dry spiny forest, mangrove and coral reef ecosystems**.

The following stakeholders will be considered within the FPE:

- The local beneficiary communities, including their organisations (associations, cooperatives, women's groups and others).
- The protected areas support zone communes.
- Madagascar National Parks.
- The Ministry of the Environment and Forests (central and regional departments).
- The Ministry of Fisheries and Fishery Resources (regional departments and services).
- The local NGOs and consultancies (service providers) that were involved in project implementation as link agencies between the project and the communities (a full list of resource people will be provided by the project).
- The Project Coordination Units (regional and national).
- The UNDP country office in Antananarivo.
- The UNDP/GEF Regional Coordination Unit in Pretoria.

4. Scope of the Evaluation

The following factors will be considered within the scope of the FPE:

Relevance

- Was the project relevant in terms of: (1) the country's development context, its policies, strategies and plans; (2) the contribution expected from the GEF and UNDP to the country's development process, and (3) the UNDP programming frameworks that were applicable throughout the whole project?
- Has the project adequately responded to the needs and aspirations of the beneficiary communities?
- Was the project sufficiently coordinated with other related projects, programmes and initiatives?

Performance

- An analysis of the project's contribution to global environmental objectives (i.e. its global aim or development objective), and of the extent to which the project's specific objectives were achieved, as measured by outcomes/impacts⁵³ (on the basis of indicators), and the rate of project execution and completion of outputs/activities.
- Evaluation of project achievements according to GEF project examination criteria:⁵⁴
 - Implementation approach
 - Ownership by the country/Motivation
 - Stakeholder involvement
 - Viability
 - Approach to duplication
 - Financial planning
 - Cost/effectiveness and verification of co-financing committed for the project
 - Monitoring and evaluation
- Every final evaluation must rate the following aspects: (1) Cost/effectiveness; (2) Outcome/Achievement of the project objectives (to what extent were the project's environmental and development objectives achieved?) and (3) Progress in project implementation.
- As an option, the evaluators will need to provide ratings for the criteria included in final evaluations: Stakeholder participation/public involvement (HS to U); and Monitoring & Evaluation (HS to U).
- The grades will be set according to the UNDP/GEF rating scale (see below).
- An overall project rating (using the same UNDP/GEF six-point scale).
- Bearing in mind cumulative progress as compared to the objective's level, through all objective indicators, rate the project's progress towards achieving its objectives on the following scale:

⁵³ The changes proposed for and impact on the environment and society caused by the project

⁵⁴ This discussion is largely based on the GEF Council document: GEF Project Cycle (GEF/C.16/Inf.7)

Highly satisfactory (HS)	The project should achieve or surpass all of its main global environmental objectives, and produce substantial environmental benefits without major problems. The project may be presented as “good practice”.
Satisfactory (S)	The project should achieve most of its main global environmental objectives, and produce satisfactory environmental benefits with only minor problems.
Moderately satisfactory (MS)	The project should achieve most of its main relevant objectives albeit with significant problems or modest overall relevance. The project may not achieve some of its main overall objectives or produce some of the expected environmental benefits.
Moderately unsatisfactory (MU)	The project should achieve some of its overall environmental objectives albeit with serious problems or achieve only some of its main global environmental objectives.
Unsatisfactory (U)	The project does not achieve most of its main global environmental objectives nor produce satisfactory global environmental benefit.
Highly unsatisfactory (HU)	The project has failed to achieve, and is not going to achieve, any of its main global environmental objectives, and there are no noteworthy benefits.

Specific performance of implementation progress

- Project implementation performance will also be evaluated according to the following scale:

Highly satisfactory (HS)	All components were implemented largely in accordance with the original/formally revised implementation plan. The project may be presented as “good practice”.
Satisfactory (S)	Most components were implemented largely in accordance with the original/formally revised implementation plan, apart from a few that required adjustment.
Moderately satisfactory (MS)	Some components were implemented largely in accordance with the original/formally revised implementation plan but some required adjustment.
Moderately unsatisfactory (MU)	Some components were not implemented largely in accordance with the original/formally revised implementation plan and most required adjustment.
Unsatisfactory (U)	Most components were not implemented largely in accordance with the original/formally revised implementation plan.
Highly unsatisfactory (HU)	None of the components were implemented largely in accordance with the original/formally revised implementation plan.

Sustainability of outcomes achieved

- To what extent are the outcomes achieved by the project sustainable?
- Is the project's withdrawal strategy appropriate to ensuring the sustainability of these outcomes and achievements?

Summary of the results of the evaluation

- The main results of the evaluation will need to be presented in summary form, for example via a matrix, in the evaluation report's executive summary (see the project's mid-term evaluation for a good example).

Project lessons and views

- The final evaluations will need to be presented and the results and key lessons analysed, including examples of good practice (technical, policy, managerial, etc.) for future projects in the country, region and GEF. Lessons may revolve around the following broad questions:
 - strengthening the country's ownership of biodiversity conservation;
 - commitment of local populations and their institutions, local, national and regional authorities and other key conservation partners;
 - reinforcing stakeholder involvement in the process of assessing, planning and implementing the monitoring and evaluation of activities;
 - transfer of the NRM knowledge gained through the project.
- If applicable, the FPE should also include an annex explaining any discrepancies or disagreements between the conclusions of the evaluation team and those of the implementing and executing agencies or host country.

Key evaluation questions suggested by the project

- Were the expected outcomes achieved? If not, why not? If they were, what were the key factors of success?
 - ✓ Has the project strengthened the partners' capacity for action such that the site managers are now capable of taking responsibility for biodiversity conservation (management planning and follow-up)? If not, why not?
 - ✓ Has the project created sustainable and replicable models for income generation that are contributing to biodiversity conservation?
- Was the methodology chosen for achieving the project's biodiversity conservation objectives relevant?
- Is the information management system regularly updated and is the information effectively used for conservation planning and surveillance?
- To what extent are the site surveillance committees and community resource monitoring committees viable in the long term without external funding or support?
- How were the project interventions relevant to the beneficiaries? Has the project offered tangible benefits to help them improve their incomes and means of subsistence and has it helped them adopt other livelihoods?
- What expected or unexpected changes (or early signs of changes) have the projects implemented in this context made to the lives of the beneficiaries?
- Has the level of public awareness of biodiversity conservation and public support for conservation activities improved?
- To what extent are the outcomes that have been achieved sustainable or to what extent can they be made sustainable?
- Did the project implement the Mid Term Review (MTR) recommendations?

Other aspects

- Future prospects: assess the mechanisms for sustaining the initiatives implemented, bearing in mind the current implementation consolidation/replication strategy and from a perspective of maintaining the project outcomes and benefits once financing from GEF and other sources comes to an end.
- More specifically in terms of the project database: the FPE should analyse the quality of data (ecological and socio-economic) produced by the project and propose a sustainable mechanism for publishing, using and protecting its integrity.
- Co-financing achieved: evaluate whether sufficient co-financing was mobilised, including the beneficiary state's contribution in kind - fill in Annex B.

- Gender: the FPE should assess the extent to which gender differences were taken into account by the project in the development and application of its interventions and in its management.
- Millennium Development Goals: the FPE should also assess the extent to which the activities have contributed to achieving the MDGs and climate change, with particular focus on areas of biodiversity, gender and poverty reduction.

4. Expected outputs of the evaluation

There will be two main outputs, preceded by an initial report detailing the methodology for evaluating data collection, with a plan for implementation on the ground. The initial report will offer the group responsible for programmes and the evaluators an opportunity to check that they are on the same wavelength with regard to the evaluation and to clarify any misunderstandings from the start.

- The final evaluation report: on the basis of the above-mentioned points, the evaluation will need to produce a document of around 40 pages covering all key aspects mentioned in the section relating to scope of the evaluation. The FPE report will be produced in French and in English (UNDP will handle the necessary translation and the evaluators will help to revise the document in order to ensure that the two versions are the same). It is for the evaluators to decide whether their original report should be written in English or in French. Whatever language is chosen, it will be translated into the other. A final report must, in any case, be available at least in English (even if it is a translation) as this is a GEF requirement.
- A PowerPoint presentation (in French) with the main conclusions of the evaluation: depending on the complexity of the evaluation's results, the UNDP country office in Madagascar may envisage organising a meeting with actors during which the preliminary results can be presented to partners and stakeholders.

Indicative Structure of the FPE Report:

Table of Contents	
Acronyms and Terms	
1.	Executive Summary
2.	Introduction
3.	The project and its development context
4.	Results and Conclusions
	4.1 Project formulation
	4.2 Project implementation/execution
	4.3 Outcomes
5.	Recommendations
6.	Lessons learned
7.	Annexes

Important: See Annex D for a detailed description of the report structure.

5. Evaluation Methodology

Guidelines for the evaluation methodology are given below. In addition, the proposed methodology must take into account the UNDP's requirements as set out in the "Handbook on Planning, Monitoring and Evaluating for Development Results". Any changes should be made in accordance with international criteria and professional rules and standards (as adopted by UN Evaluation Group 7). Before being applied by the evaluation team, any methodological changes must be approved by UNDP (and UNDP/GEF).

The evaluation must provide verified, credible, reliable and useful information. It must be easily understood by the project partners and applicable to the remaining period of project implementation. The evaluation should, as far as possible, provide data broken down by gender. The evaluation will be conducted by the team, via:

A documentary review; the list of documentation to be reviewed can be found in Section 6 of these ToR. These documents will be provided by the project and/or UNDP, including the UNDP/GEF Regional Coordination Unit.

Interviews will be held with the following organisations and bodies:

- The grassroots local communities (livestock and agricultural farmers, craftsmen and women, tourist guides...) and their organisations (associations, cooperatives, groups...)
- Regional planning and conflict resolution structures in the areas of intervention
- The local administration (*communes in the support zones and, specifically, at the reference sites*)
- UNDP: Resident Representatives (if applicable and available), the DRR/Programme, the Team Leader in the country office (of UNDP), the UNDP/GEF Regional Technical Advisor for biodiversity in Africa, based in Pretoria
- The Ministry of the Environment and Forests: official in charge of the technical department to which the project is attached (former SG and current Director of Planning, Programming and M&E (DPPSE), Planning and Monitoring/Evaluation Department)
- The Regional Directors for the Environment and Forests in Diana, Sofia and Atsimo Andrefana
- The Regional Directors for Fisheries and Fishery Resources in Diana, Sofia and Atsimo Andrefana
- Madagascar National Parks (SG/ASG and RDs and/or Park Directors)
- The OTIV microfinance agencies at Nosy-Be and Ambanja and CECAM in Toliara
- The project's financial partners in the Rural Development Support Project (RDSP) South zone, the GEF/SGP (Small Grants Programme), the FRDA/CSA (Regional Agricultural Development Fund/Agricultural Service Centre)
- The members of the SNRM practitioners' network for knowledge management in the three regions of Diana, Sofia and Atsimo Andrefana

Field visits: In order to avoid bias, the evaluators will choose to visit at least 3 sites in each of the 2 zones, north and south, i.e. at least 6 of the project's 13 reference sites. This choice can be made at random or according to criteria (environmental representativeness, social and organisational conditions, etc.) established by the evaluators.

6. Profiles of the bidder and the evaluators

The evaluation will be conducted by an international consultancy firm whose portfolio of references includes expertise in evaluating similar environmental projects or projects of similar relevance to international or bilateral donors.

The consultancy firm shall make a team of two people available to the UNDP for this evaluation: **One evaluator with international expertise and one with national expertise** (Malagasy nationality). The team will need to combine international-level evaluation expertise with a knowledge of the environment sector in Madagascar. This team will be assisted operationally and physically by the environment focal point in the UNDP country office, the UNDP/GEF Regional Coordination Unit in Pretoria (the resource person is the UNDP/GEF Regional Technical Advisor in charge of the project) and project staff from the regional and national project coordination teams.

Consultants' qualifications and skills:

International Consultant:

- **Master's degree (5 years of university education) in one of the following areas:** Environmental science (agronomy, earth sciences, marine sciences,...), sustainable development (economics, geography...).
- at least **10 years' experience in the area** (environment/biodiversity conservation/natural resource management)
- at least two experiences of similar successful missions (multiannual project evaluation) with the UN or UNDP or other international organisations. - give references.
- The international team member shall have excellent written English and speak and read French fluently. If the international team member is also able to write French, this will be an advantage. In this case, UNDP may choose French as the official language of the report and its translation will therefore be into English.
- For the international consultant, experience of issues of biodiversity and rural development (knowledge of or experience in reef, mangrove or dry forest ecosystems) would be **an asset**.

National Consultant:

- **Master's degree (5 years of university education) in one of the following areas:** Environmental science (agronomy, earth sciences, marine sciences,...), sustainable development (economics, geography...).
- at least **10 years' experience in the area** (environment/biodiversity conservation/natural resource management)
- at least two experiences of similar successful missions (project evaluation) with the UN or UNDP or other international organisations. - give references.
- The national team member shall have excellent communication skills in French (oral, written and presentation)
- For national consultants, familiarity with environmental issues in the areas of intervention.

Joint skills:

Up-to-date knowledge of results-based management evaluation methodologies
 Up-to-date knowledge of participatory monitoring approaches
 Experience in applying SMART indicators and reconstructing or validating baseline scenarios.
 Recent knowledge of GEF Monitoring and Evaluation Policy
 Experience in applying UNDP results-based evaluation policies and procedures
 Skills in adaptive management, as applied to conservation or NRM projects
 Proven analytical skills
 Experience of conservation projects receiving multilateral or bilateral support

The consultants' profiles and the firms' bids will be analysed by a panel comprising: two (2) representatives from the UNDP Country Office and one (1) representative from UNDP/GEF. The UNDP's tender procedures shall be followed in the selection, along with the following general criteria and points:

Company profile	
Consultancy firm's expertise in handling environmental project evaluation missions	100
Consultants' profiles	
International Consultant	
Training	100
Professional experience in relation to the ToR*	250
Experience in the region, in the country	50
Language	50

National Consultant	
Training	100
Professional experience in relation to the ToR*	250
Experience in the region, in the country	50
Language	50
TOTAL	/ 1000

** Possibility of being broken down into several aspects, at the panel's discretion*

Both the national and international consultants will need to familiarise themselves fully with the project via a review of all relevant documents prior to travelling to a given country / the start of the mission. These documents include:

- Project Document
- Work plans and project budgets
- Inception report
- Project Implementation Reports (PIR)
- Project Readjustment in July 2008;
- Mid-term independent review mission in June 2008;
- Minutes of all Steering Committee meetings;
- Report of joint GEF/UNDP missions and/or UNDP supervisory missions
- Note on sustaining the project's actions
- Recent project reports, project website and publications.

The above documents will be provided to the evaluators prior to the mission, and in electronic format wherever possible. Any other report produced and considered relevant for the project evaluation (including those of the PDF Phase - website, publications, correspondence, etc.) may be used by the project evaluation team on their arrival at the project coordination unit in Antananarivo, Madagascar.

The evaluation will be conducted in line with the GEF's evaluation principles:

- Independence
- Impartiality
- Transparency
- Disclosure
- Ethics
- Partnership
- Skills and capacities
- Credibility
- Usefulness

As a general rule, the evaluators must be independent both of the decision-making process and of the provision and management of the development assistance given to the project. Applicants that are directly involved in project design or implementation will therefore not be accepted. Any prior association with the project, national execution agencies (Ministry of the Environment or any other partner/actor) must also be indicated in the application. This also applies to consultancy firms who submit bids. Concealment of any of the above information will, should the candidate be selected, be considered a valid reason for the immediate termination of the contract without compensation. Further, all documents (notes, reports etc.) produced by the evaluator shall be retained by UNDP, as the agency responsible for managing the evaluation.

7. Implementation Management

The main administrative responsibility for organising this evaluation falls to the UNDP Country Office in Madagascar, in coordination and consultation with the UNDP/GEF project in Pretoria. UNDP thus forms the main focal point for the evaluation, responsible for cooperating with the project team in order to plan interviews with stakeholders, arrange visits and coordinate with project and government counterparts. UNDP will recruit the evaluators and will ensure, in cooperation with the project coordination units, the timely distribution of per diems to the evaluation team and journey logistics within the country.

8. Mission schedule

The timetable given in this section is **indicative** only. It is, to a certain point, negotiable. Candidates may propose alternative timetables, and these will be considered when assessing their bids.

The mission period shall begin at the end of April (**April is the end of the cyclone season**). A draft report must be submitted 2 weeks after completion of the mission to enable comments to be made. A timetable of activities with a maximum of **six (6) effective weeks of work** each comprising five (5) whole working days (unless otherwise indicated) is set out below.

Resources, logistical support and deadlines (please refer to the following timetable for proposed dates):

ONE week's work prior to activities in the field: in order to review documents, obtain background documents not linked to the project or support documents, finalise the evaluation methodologies, surveys, etc., produce assumptions on the project management strategies and establish methods for testing these assumptions. A telephone conversation with the UNDP/GEF's Regional Technical Advisor in charge of the project should be planned during this period.

IMPORTANT: During this first week, the project team must submit their draft final APR/PIR and GEF SO1 Tracking Tools to the evaluators, completed in Excel, for review and validation. The APR/PIR and Tracking Tool frameworks will be made available to the project in March 2012 by the UNDP/GEF Regional Technical Advisor.

THREE weeks for the field visit: during the missions, the evaluators should work on the basis of six working days per week. The focus of the evaluation is on outcomes in the field, so the evaluation team should work in close coordination with the project team.

ONE week following the mission, to prepare the first draft of the evaluation report.

THREE weeks after the submission of the first draft of the report, a fully revised translation of the FPE report will be made available and distributed by the UNDP with the help of the project team.

TWO weeks for comments to be made on the draft report: the first draft of the Final Evaluation report (in English and in French) will be submitted to the UNDP Resident Representative in Madagascar and copied to the UNDP/GEF Regional Coordination Unit. The UNDP office, in close coordination with the project team, the government and UNDP/GEF Regional Technical Advisor, will need to analyse, make and share comments with the different actors.

ONE week to incorporate the comments and finalise the evaluation report: the evaluation team will incorporate the comments into the final version in the week following receipt of these comments. They shall be responsible for ensuring that any factual details are revised in the report. Opinions may be reflected at the team's discretion. The quality of the final report must be checked and the report accepted by the UNDP Country Office in consultation with UNDP/GEF. 'Quality control and report acceptance' by UNDP does not necessarily imply its agreement with the content. It is merely an administrative process that indicates that the mission has been completed so that the consultants can be paid. Should there be any unresolved differences of opinion between the parties, UNDP may require the

evaluation team to iron out these differences in an annex attached to the final report. All changes to the initial draft report must be marked in the document in order to facilitate the revised translation.

TWO weeks after submission of the final evaluation report, a fully revised translation of the FPE report will be made available and distributed by UNDP. The UNDP country offices and UNDP/GEF Regional Coordination Unit will then prepare a management response in association with the project coordination unit.

It is anticipated that at least one project member will accompany the team during the visits in order to facilitate contact with actors and provide any necessary clarifications.

During the evaluation period, the team will need office space; this could be provided either by the project coordination unit or UNDP Antananarivo, or in private premises organised by the bidder.

Annex A. Proposed timetable for the final evaluation process

		Responsible / support	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13
Pre-mission															
	Documentary review	FPE Team													
	Design approach and methods	FPE Team													
	Finalisation of the evaluation methodology	FPE Team													
	Formulation of assumptions on the project strategies and management	FPE Team													
	Survey preparation	FPE Team													
	Logistics for the agreed mission	FPE Team, UNDP CO & Project team	5												
Mission															
	Briefing of the evaluators	UNDP CO and UNDP/GEF													
	Meeting with partners in Antananarivo	FPE Team / UNDP CO and Project Team													

		Responsible / support	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13
	NORTH ZONE Leave Antananarivo for Antsiranana (by plane) and meetings DREF (Regional Environment/Water Dept), DRT (Regional Tourism Dept) and DRPRH, Diana Region	FPE Team / UNDP CO and Project Team		11											
	Leave Antsiranana for Nosy-Be (by plane and by road) and meetings with beneficiary communities and other partners; MNP, ORTN (Tourist Office), tourist operators...														
	Leave Nosy-Be for Ambanja and Maromandia (by boat and by road) and meetings with beneficiaries and MNP and other partners, then on to Antsohihy for talks with the DREF, DRPRH, Sofia region Return to Antananarivo														

		Responsible / support	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13
	<u>SOUTH ZONE</u> Leave Antananarivo for Toliara (by plane) and meetings with DREF, DRPRH and other partners	FPE Team / UNDP CO and Project Team			17										
	Leave Toliara for Manombo and Anilililaoka (by road) and meetings with beneficiary communities and MNP														
	Return (by plane) to Antananarivo and meeting with UNDP, government, partners	FPE Team / UNDP CO and Project Team													
	Production of draft report with main partners to present the preliminary results	FPE Team / UNDP CO and Project Team													
	Feedback to partners and parties involved	FPE Team / UNDP CO and Project Team				23									
Post-mission															

		Responsible / support	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13
	Before the weekend, submit first draft of report	FPE Team					28								
	Report translation	UNDP CO													
	Submission of report - UNDP and circulation of report to obtain comments	FPE Team / Project Team													
	Consideration and final submission of report	Team Leader											36		
	Review of FPE report translation and distribution														

	Evaluators (the figures are a cumulative estimate of the number of working days)
	Comments made on the report
	Translation

Annex B. Table of Co-financing

Co-financing* (Type/ Source)	UNDP financing (US\$ million)		Government (US\$ million)		Other Sources* (US\$ million)		Financing Total (US\$ million)		Disbursement total (US\$ million)	
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual
Donations										
Credits										
Loans										
Equity (own funds)										
In kind										
Financial instruments that are not donations***										
Other types										
TOTAL										

*"Proposed co-financing" means co-financing that was confirmed at the time of the GEF CEO's agreement.

** "Other" refers to contributions mobilised by the project from multilateral and bilateral development agencies, cooperation agencies, NGOs, the private sector, etc. These must be explained.

*** Describe the instruments that are not donations (such as guarantees, conditional donations, etc.).

N.B. other types of financing: international: USD 8,850,000 and Other USD 1,000,000

Annex C. Project's logical framework for the UNDP/GEF EP3 sub-component, as interpreted by the 2007 mid-term review (English and French)

Development Objective 1⁵⁵ The biodiversity and renewable natural resources of representative eco-regions is conserved and managed on a sustainable footing with active multi-stakeholder participation; **and**

Development Objective 2 The systemic framework for sustainable environmental management is further strengthened through the incorporation of said management objectives into public policy making and investments

[In French: Project's Development Objective: La gestion des ressources naturelles et la protection de la biodiversité dans les écorégions critiques sont établies sur des bases réelles et durables avec la participation active des populations locales et des autres parties concernées, en même temps que les dimensions environnementales sont effectivement intégrées dans la prise de décisions politiques et les décisions d'investissement.]

Project objective⁵⁶: Sustainable Natural Resource Management Systems established and strengthened in Protected Areas Support Zones (PASZ/ZAAP)

[In French: Objectif immédiat du projet: Des systèmes de gestion durable des ressources naturelles sont établis et renforcés dans les zones d'appui aux aires protégées.]

Table 1: Project EP3 sub-component, outcomes and outputs to be attained over project period

Outcomes	Outputs ⁵⁷
SUB-COMPONENT 2.2	
<u>Outcome 1:</u> SNRM and biodiversity conservation are improved by their full integration into development planning in PA Support Zones through stakeholder participatory planning structures (fora) and other means <u>Résultat 1</u> <i>La GDRN et la conservation de la biodiversité sont améliorées dans</i>	1.1 Platforms that bring together stakeholders and serve joint planning and conflict resolution are established and operational <i>1.1 Des plates-formes réunissant les diverses parties prenantes et servant à la planification et à la résolution des litiges sont mises en place ou améliorées et sont opérationnelles</i> 1.2 PASZ Development Plans integrate PA management, biodiversity conservation and SNRM, and are used as framework for financial planning of EP3 and rural development. <i>1.2 Des plans de développement des ZAAP à plusieurs niveaux intégrant la gestion des AP, la conservation de la biodiversité et la GDRN sont utilisés comme cadre de planification pour les financements du PE3 et du développement rural.</i>

⁵⁵ Set out in original joint WB/GEF – UNDP/GEF ProDoc, as well as French UNDP/GEF ProDoc, based on EP3.

⁵⁶ See 2006 and 2007 PIRs.

⁵⁷ The initial English ProDoc provides indicative outputs as reproduced below, which are also contained in the French version of the UNDP/GEF ProDoc; in the table indicated outputs were formulated during the First-Year Evaluation, as a pragmatic way of operationalising the project.

Overall expected outputs for Subcomponent 2.2.: Replicable SNRM models for: coral reef and associated shallow coastal waters developed at 5 sites; mangrove management developed at 3 sites; and Dry Forest and Dry/Spiny Forest ecotone developed at 5 sites. The models will include: 1. Cost benefit analysis of SNRM and biodiversity product chains; 2.NRM techniques adapted to each ecosystem and each product focus; 3.The definition of types of community institutions best suited for managing different ecosystems and for different biodiversity product-based businesses; 4.Sustainable financing for community management (primarily through community management funds); 5.Guidelines for the development of community level biodiversity product-based businesses; 6.Appropriate systems for internal and external controls for SNRM; 7. Institutional capacities developed within SAGE and other service providers to replicate and adapt the SNRM models to similar ecosystems in other geographic areas.

Expected outputs for Subcomponent 3.2: The final product will be a set of publications of lessons learned on following aspects of SNRM: (i) The economics of SNRM and of biodiversity product chains; (ii) SNRM techniques by ecosystem type; (iii) Sustainable financing mechanisms for SNRM; (iv) Appropriate institutions for SNRM – management, NRM-based businesses, participatory planning structures, government oversight and service providers; (v) Internal and external enforcement for SNRM and (vi) the development of community-based enterprises linked to SNRM.

Outcomes	Outputs ⁵⁷
<i>les zones d'appui aux aires protégées par leur intégration dans la planification du développement</i>	1.3 Improved application/implementation of SNRM policies through effective surveillance/monitoring systems. <i>1.3 Amélioration de la mise en application des textes relatifs à la GDRN par des surveillances effectives</i>
<u>Outcome 2:</u> Measures to ensure biodiversity conservation and productive SNRM developed in the field reference sites are replicated and adapted in the PASZs	2.1 Approaches (guides) for the development of SNRM measures, based on scientific knowledge, are developed, tested, applied and up-scaled (transposed). <i>2.1 Des approches (guides) pour la conception de mesures de GDRN sur la base de connaissances scientifiques sont conçues, appliquées, mises au point et transposées</i>
<u>Outcome 2</u> <i>Les approches développées dans les sites de référence de terrain pour définir les mesures appropriées de conservation de la biodiversité, de GDRN et pour le développement de filières de biodiversité durables et rentables, sont reproduites dans les zones d'appui aux aires protégées</i>	2.2 Local/community level resource managers understand and adopt the adaptive SNRM approaches. <i>2.2 Les gestionnaires de ressources au niveau communautaire comprennent et adoptent l'approche adaptative de la GDRN</i>
	2.3 Biodiversity-product based "businesses" operate under cost-recovery and generate revenue creating incentives for SNRM. <i>2.3 Des « entreprises » travaillant sur les produits de la biodiversité génèrent des revenus qui incitent à la gestion durable des ressources naturelles et en couvrent les coûts.</i>
	2.4 Sustainable management methods for commercially-used Wild Species are developed, tested and applied in a participatory manner with local/community level resource managers. <i>2.4 Des approches pour déterminer des mesures de gestion rationnelle pour les espèces sauvages qui font l'objet de commercialisation sont conçues, appliquées et mises au point avec les gestionnaires communautaires</i>
<u>Outcome 3:</u> Participatory management systems for marine and coastal protected areas are improved through the integration of SNRM principles	3.1 Participatory MCPA management plans, based on best scientific and technical knowledge, are elaborated. <i>3.1 Des plans de gestion participative des APMC basés sur les meilleurs apports scientifiques et techniques sont élaborés</i>
<u>Résultat 3:</u> <i>Les systèmes de gestion participative des aires protégées marines et côtières sont améliorés grâce à l'intégration des mesures de GDRN</i>	3.2 Representative partner CBOs/CLBs that work together with ANGAP in the management of MCPAs are trained to use and apply adaptive management (SNRM) principles. <i>3.2 Les institutions communautaires qui participent avec l'ANGAP à la gestion des APMC et qui sont représentatives sont formées à utiliser des principes de gestion adaptative</i>
SUB-COMPONENT 3.2	
<u>Outcome 4:</u> SNRM knowledge production contributes to efficient management of natural resources in Madagascar	4.1 Knowledge and awareness needs pertaining to SNRM in Madagascar are assessed, covering SNRM knowledge of all major natural ecosystems. <i>4.1 Les besoins essentiels en matière de connaissances pour le développement de la GDRN sont définis à travers une étude de qualité portant sur l'état de la GDRN dans les principaux écosystèmes naturels à Madagascar</i>
<u>Résultat 4 :</u> <i>La production de connaissances améliore l'efficacité de la gestion des ressources naturelles à Madagascar</i>	4.2 A system and a network allowing the systematic collection and the analysis of the SNRM related data in Madagascar are set up and are operational. <i>4.2 Un système et un réseau permettant la collecte et l'analyse systématiques des données relatives à la GDRN à Madagascar sont mis en place et sont opérationnels</i>

Outcomes	Outputs ⁵⁷
<p><u>Outcome 5:</u> Sharing the knowledge relative to SNRM among the stakeholders contributes to efficient and sustainable management</p> <p><u>Résultat 5</u> <i>Le partage des connaissances relatives à la GDRN auprès des parties prenantes contribue à améliorer l'efficacité et la durabilité de la gestion</i></p>	<p>5.1 A Knowledge Sharing system on SNRM has been set up and is operational, for use by practitioners. <i>5.1 Un système de partage des connaissances en matière de GDRN entre les praticiens est mis en place et est opérationnel</i></p> <p>5.2 A communication system for the preparation and distribution of SNRM information packages for decision-makers at national, regional and local levels is established. <i>5.2 Un système d'élaboration et de distribution de dossiers pour informer les principaux décideurs aux niveaux national, régional et communal des questions de GDRN est mis en place.</i></p> <p>5.3 The key findings in terms of SNRM knowledge are consolidated and shared at mid-term and at the end of the project. <i>5.3 Les principales avancées en matière de connaissance sont consolidées et partagées à travers des résumés produits à mi-parcours et à la clôture du projet.</i></p>

Annex D. Evaluation report structure

General overview of the requirements of evaluations

Executive summary

Acronyms

1. Analytical summary (including general project rating, by means of the UNDP/GEF scale of 1 to 6).

- Brief project description;
- Background to and objectives of the evaluation;
- Main conclusions, rating of progress made towards objectives and of progress made in terms of implementation, recommendations and lessons learned;

2. Introduction

- Objective of the evaluation;
- Main questions considered;
- Evaluation method (*see example provided below for specific instructions);
- Structure of the evaluation.
- Evaluation Team's Ethical Declaration.

3. The project(s) and its (their) development context

- Start-up and duration of the project;
- Problems the project is seeking to resolve;
- Project's immediate objectives and development objectives;
- Main stakeholders;
- Expected outcomes.

4. Outcomes and Conclusions

In addition to a descriptive evaluation, all the **criteria designated with an (R) must be rated** in line with the UNDP/GEF instructions on final evaluations, using the following descriptions: highly satisfactory (HS), satisfactory (S), moderately satisfactory (MS), moderately unsatisfactory (MU), unsatisfactory (U), or highly unsatisfactory (HU). (The instructions for using the grades must be provided to the successful applicants).

4.1 Project Formulation

- *Concept/Design (R)*. This point must enable an evaluation of whether the approach used to design and select the project interventions took local causes and main threats arising in the area of the project into account. It must also include an evaluation of the logical framework and establish whether the different project elements and activities proposed for achieving the objectives were appropriate, viable and in response to the project's contextual, institutional, legal and regulatory frameworks. It must in addition evaluate the indicators established to guide the execution and evaluation of implementation, and whether the lessons learned from other relevant projects (for example, in the same area of work) were incorporated into the project design.
- *Ownership/active involvement of the country*. Evaluate the extent to which the project's idea/concept was based on national, sector and development plans and focused on national environment and development interests.
- *Stakeholder involvement (R)* Evaluate information dissemination to, consultation with and participation of "Stakeholders" in the design stages.
- *Approach in terms of replicability*. Establish the means by which the learning and experience gained from the project have been/must be reproduced or reinforced in the design/implementation of other projects (this is also linked to effective implementation practices during execution).

- *Links* between the project and other sector interventions and the establishment of clear and appropriate management arrangements during the design phase. This element must also consider the extent to which the project has taken UNDP priorities into account: gender equality, south-south cooperation, poverty/environment links (sustainability of livelihoods), disaster prevention and post-disaster recovery.

4.2. Project implementation/execution

- *Approach to execution (R)*. This must include an evaluation of the following aspects:
 - (i) The use of the logical framework as a management tool during execution and any changes made to this in order to respond to changing conditions and/or information feedback resulting from M&E activities, as appropriate.
 - (ii) Other elements indicating adaptive management, such as global and realistic work plans systematically produced and reflecting an adaptive management and/or changes in terms of management arrangements with a view to strengthening execution.
 - (iii) Use/establishment of electronic information technologies to support execution, participation and monitoring, along with other project activities.
 - (iv) General operational relations between the institutions involved and others in terms of the way in which these relations contributed to the execution and effective achievement of the project objectives.
 - (v) Technical capacities associated with the project and their role in project development, management and achievements.
- *Monitoring and evaluation (R)*. This includes an evaluation of whether there was regular and adequate monitoring of activities during execution, with a view to establishing the extent to which inputs, timetables of work and other actions and required outputs were being implemented in accordance with the plan; whether formal evaluations were conducted and whether actions were taken with regard to the results of monitoring and evaluation reports.
- *Stakeholder participation (R)*. This must include an evaluation of the information dissemination mechanisms during project execution and the level of stakeholder participation in management, focusing on the following points:
 - (i) Production and dissemination of project information and lessons learned.
 - (ii) Participation of resource users and local NGOs in project execution and decision-making, and an analysis of the strengths and weaknesses of the approach adopted by the project in this regard.
 - (iii) Establishment of cooperation partnerships and relationships developed by the project with local, national and international bodies, and the consequences of these latter for project execution.
 - (iv) Involvement of government institutions in project execution, extent of government support to project.
- *Financial planning*: This evaluation includes:
 - (i) Actual project costs by objective, output and activity
 - (ii) Value for money of the achievements
 - (iii) Financial Management (including questions relating to fund withdrawals)

- (iv) Co-financing
- *Procurement management.* This evaluation includes:
 - (i) Technical and human capacities for managing procurement
 - (ii) Links between the work plan, procurement planning, budgeting and planning of fund withdrawals
 - (iii) Efficiency of procurement management, as indicated in the results of audits (internal and/or external), and examination and supervision mission reports conducted by the audit institutions.
- *Sustainability.* The extent to which the project gains will continue, inside or outside the project area, after project end. Relevant factors include, for example: the production of a strategy to ensure sustainability, the establishment of financial and economic instruments and mechanisms, the incorporation of project objectives into the community's economy or production activities.

4.3. Outcomes

Achievement of outcomes/objectives (R): this comprises a description and rating of the extent to which the project's objectives (environmental and developmental) have been achieved, using the following descriptions: highly satisfactory (HS), satisfactory (S), moderately satisfactory (MS), moderately unsatisfactory (MU), unsatisfactory (U), or highly unsatisfactory (HU). If no baseline (initial conditions) was established for the project, the evaluators must seek to establish this by using specific methodologies, so that the achievements, outcomes and impacts can be correctly established. A summary ratings table must be presented with regard to achievement of objectives and progress made in relation to each of the project outcomes, using a scale from 1 to 6.

This section must also give consideration to the following points:

- *Sustainability:* this includes an assessment of the extent to which the project gains will continue over time, inside or outside the project area, once the GEF assistance/external assistance provided during this phase has come to an end.
- *Contribution to national capacity building*
- *Summary Ratings Table*

5. Recommendations

- Corrective actions for project design, execution, monitoring and evaluation. Recommendations must be specific and clearly justified in relation to achieving the project objectives.
- Actions to continue or strengthen the project's initial gains.
- Proposals for future directions, focusing on the overall objectives.
- Changes in the project strategy, including logical framework indicators and objectives.

6. Lessons learned

- This part must focus on "best" and "worst" practices by considering issues of relevance, outcomes and success.

7. Annexes to the evaluation report

- ToR for the evaluation
- Itinerary
- List of people met
- Summary of field visits, questions raised and recommendations made by the different stakeholders
- List of documents consulted
- Questionnaire used and summary of results
- Comments made by the stakeholders (only in the case of differences of opinion regarding the evaluation's results and conclusions)
- Evaluation Team's Ethical Declaration (see example below).

Ethical Declaration

This evaluation has been guided, and implemented, according to the following principles:

Independence The evaluator is independent and has not been involved in any of the project's activities, nor been responsible in the past for the project's design, execution or supervision.

Impartiality The evaluator shall endeavour to provide an overall and balanced presentation of the project's strengths and weaknesses. The evaluation process has been impartial at all stages, and takes into account the points of view of the stakeholders.

Transparency The evaluator has communicated the objective of the evaluation, the criteria applied and intended use of the results as openly as possible. This evaluation report aims to provide transparent information on its sources, methods and approaches.

Dissemination This report serves as a mechanism by which the results of and lessons learned in the evaluation can be disseminated to political decision-makers, operational staff, beneficiaries, the wider public and other stakeholders.

Ethics The evaluator has observed the right of institutions and individuals to give information in all confidence, and the specific sources of information and opinions appearing in this report shall not be disclosed unless necessary and only following the agreement of the person in question.

Skills and capacities The evaluator's references with regard to his/her expertise, seniority and experience, as required by the terms of reference, are given in an annex; and the method of evaluating the outcomes and performance is described.

Credibility This evaluation has been based on information and observations considered reliable and trustworthy with regard to the quality of instruments, procedures and analyses used to gather and interpret the information.

Usefulness The evaluator has endeavoured to be as informed as possible, and this report is considered relevant, timely and as concise as possible. This report is intended to be as beneficial as possible to the stakeholders, and offer a complete and balanced overview of the facts, outcomes and problems, conclusions and recommendations.

SAMPLE OUTLINE OF THE METHODOLOGY

The method to be used for the evaluation must include, but not be limited to, the following points:

A) Documentary review including, among other things:

- Project description and project evaluation document;
- Project Implementation Reports (PIRs);
- Quarterly project progress reports and work plans of the different special execution teams;
- Audit reports;
- Annual examination reports;
- Operational instructions on M&E, all monitoring reports prepared by the project;
- Financial and administrative directives;

The following documents will also be available:

- Project's M&E framework;
- Informational literature produced by service providers;
- Project's directives, handbooks and operational systems;

- Minutes of meetings of the project's Board, special team meetings and meetings of other project officials;
- Maps;
- Instructions of the GEF Project Completion Report; and
- UNDP monitoring and evaluation frameworks.

B) Interviews with:

- Members of UNDP/GEF staff with responsibility for the project;
- Project Coordination Unit staff;
- Executing agents;
- Members of the project's Board;
- Special team member (if appropriate);
- Project stakeholders, in particular the members of the project's different steering committees and project beneficiaries;
- Participating members of pilot projects; and
- Relevant staff within the participating government departments.

C) Field visits:

Field visits to the project reference sites must be chosen from among the 13 following sites for North zone: Ambatozavavy, Antanamitarana, Nosy Sakatia, Nosy Berafia, Antsatrana, Antsahampano, Maromandia, and for the South Zone: Sept Lacs, Ranobe, Amboboaka, Anakao, Ifaty Mangily, Manombo.

In addition, **but separately from the project staff and their institutions**, the evaluators will need to respond specifically to the chosen communities (the beneficiaries targeted by the project during the field visits).

The current M&E policies can be consulted online at the following websites:

- GEF: <http://www.thegef.org/gef/node/785>
- UNDP: <http://www.beta.undp.org/undp/en/home/operations/accountability/evaluation/overview.html>

Annex 2: Evaluation Matrix

Evaluation questions and sub-questions	Evaluation indicators	Data collection method	Sources of information
PROJECT FORMULATION			
Q1: Was the project formulation and implementation strategy, along with planned activities, satisfactory, were they relevant to the outputs, expected outcomes and achievement of the project objectives, and to the GEF's strategic objectives and UNDP's intervention framework, and national development policies and strategies? (Relevance)			
<ul style="list-style-type: none"> How effective was the efficiency and consultation, and the quality of the project formulation process? 	I1.1. Assessment of the quality of the project document and the monitoring formulation process	<ul style="list-style-type: none"> Documentary review Interviews Discussion groups 	<ul style="list-style-type: none"> Project documents Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members Coordination units UNDP
	I1.2. Level of partner and beneficiary satisfaction regarding their involvement in the project design process	<ul style="list-style-type: none"> Documentary review Interviews Discussion groups 	<ul style="list-style-type: none"> Project documents Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members Coordination units UNDP
<ul style="list-style-type: none"> Did the five outcomes defined in the project document and the outcomes revised following the mid-term review represent the best strategy for achieving the project objective of biodiversity conservation? 	I1.3. Degree of consistency between the strategy and approaches used and the project objectives	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Project Document Logical framework Activity reports Start-up report Mid-term review report Management response to mid-term review recommendations
	I1.4. Degree of consistency between the outputs, expected outcomes and established objectives in terms of biodiversity conservation, as defined in the initial logical framework, then revised following the mid-term review	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Project Document Logical framework Activity reports Start-up report Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members Coordination units UNDP

Evaluation questions and sub-questions	Evaluation indicators	Data collection method	Sources of information
<ul style="list-style-type: none"> Were the project's objectives and expected outcomes relevant to the objectives of national and local plans and strategies for conservation and protected areas management? And to the GEF's strategic objectives and UNDP intervention framework? 	I1.5. Assessment of the degree of relevance to the objectives of national and local plans and strategies for conservation and protected areas management	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> National biodiversity protection strategy; National development plans; Protected Area Management Plans; Local strategies Government authorities (Madagascar National Parks, MEF, MPRH) PASZ communes Technical and financial partners
	I1.6. Assessment of the degree of relevance to the GEF's strategic objectives	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> GEF programming framework
	I1.7. Assessment of the degree of consistency with the UNDP's CPAP and UNDAP	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> UNDP programming framework UNDAF CPAP
<ul style="list-style-type: none"> Were the project's objectives and expected outcomes consistent with the needs and aspirations of the beneficiary communities? 	I1.8. Assessment of the degree of relevance to the stated needs of the beneficiaries at the sites and their evolution as expressed in local and national development plans	<ul style="list-style-type: none"> Interviews Discussion groups Documentary review 	<ul style="list-style-type: none"> Local beneficiary communities Local organisations and associations PASZ communes Local NGOs and consultancies Local and national development plans
<ul style="list-style-type: none"> Were the set-up and definition of the project's institutional arrangements sufficiently clear and were they sufficiently flexible to take changes in the national context and active stakeholders in Madagascar into account? 	I1.9. Assessment of the set-up and definition of institutional arrangements as presented in the project document	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Project Document
	I1.10. Assessment of the evolution of institutional arrangements	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Activity reports Mid-term review report Management response to mid-term review recommendations Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members Coordination units UNDP
	I1.11. Degree of partner and beneficiary satisfaction with the clarity and flexibility of the institutional arrangements	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members Coordination units UNDP
<ul style="list-style-type: none"> How was a gender approach 	I1.12. Level of consideration of a gender	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Project Document

Evaluation questions and sub-questions	Evaluation indicators	Data collection method	Sources of information
taken into account in the project's development and how was it incorporated into the implementation of activities?	approach during project formulation	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Logical framework Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members Coordination units UNDP
	I1.13. Level of integration of gender approach into the implementation strategies for activities, within the steering committee and in the management bodies	<ul style="list-style-type: none"> Documentary review Interviews Discussion groups 	<ul style="list-style-type: none"> Activity reports Start-up report Steering committee members Coordination units UNDP Local beneficiary communities Local organisations and associations Women's groups
EXECUTION AND IMPLEMENTATION			
Q2 Did the different national and local stakeholders take up ownership of the project and its interventions, and was their level of participation adequate? (Effectiveness and efficiency)			
<ul style="list-style-type: none"> What was the degree of communication and cooperation between project partners and other institutional partners external to the project/other interventions in the biodiversity conservation sector? 	I2.1. Degree of communication and cooperation between the partners and actors involved	<ul style="list-style-type: none"> Documentary review Interviews Discussion groups 	<ul style="list-style-type: none"> PIRs/APRs Activity reports Mid-term review report Technical and financial partners Steering committee members Coordination units UNDP Local organisations and associations Local NGOs and consultancies
	I2.2. Degree of cooperation with other institutional partners external to the project/other interventions in the biodiversity conservation sector	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Activity reports PIRs/APRs Technical and financial partners Steering committee members Coordination units UNDP
<ul style="list-style-type: none"> What is the degree of ownership of the project, its activities and outcomes on the part of the beneficiaries? 	I2.3. Degree of beneficiary ownership of project activities	<ul style="list-style-type: none"> Interviews Discussion groups 	<ul style="list-style-type: none"> Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members Coordination units

Evaluation questions and sub-questions	Evaluation indicators	Data collection method	Sources of information
•			<ul style="list-style-type: none"> UNDP Local beneficiary communities Local organisations and associations PASZ communes Local NGOs and consultancies
	I2.4. Degree of partner and beneficiary satisfaction regarding involvement in the decision-making and management process	<ul style="list-style-type: none"> Interviews Discussion groups 	<ul style="list-style-type: none"> Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members Coordination units UNDP Local NGOs and consultancies
Q3. Was project implementation efficient, in accordance with national and international regulations and standards? (Efficiency)			
• Was the financial planning, programming and implementation of activities efficient?	I3.1. Assessment of the quality, relevance and usefulness of the annual work plans	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Multiannual work plan Annual work plans Steering committee members Coordination units UNDP
	I3.2. Extent of actual vs. planned fund withdrawals	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Financial reports Activity reports PIRs Finance Officer
	I3.3. Extent of fund withdrawals vs. level of implementation of activities and achievement of outcomes	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Financial reports Activity reports PIRs Finance Officer
	I3.4. Assessment of the quality of budgetary monitoring	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Financial reports Activity reports PIRs Finance Officer

Evaluation questions and sub-questions	Evaluation indicators	Data collection method	Sources of information
	I3.5. Ratio of operating costs to costs of activities/outputs?	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Financial reports Activity reports PIRs Finance Officer
	I3.6. Average lead times for the provision of GEF funds	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Financial reports Activity reports PIRs Finance Officer Coordination units UNDP
	I3.7. Degree of mobilisation of co-financing	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Financial reports Activity reports PIRs Finance Officer Coordination units
<ul style="list-style-type: none"> Were the mechanisms, modalities and means of coordination and administrative, accounting and financial management efficient? 	I3.8. Nature and quality of management monitoring mechanisms and reports in place	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Financial reports Activity reports PIRs
	I3.9. Degree of satisfaction with the decision-making and management process	<ul style="list-style-type: none"> Interviews Discussion groups 	<ul style="list-style-type: none"> Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members Coordination units UNDP
	I3.10. Assessment of the transparency and efficiency of project management on the part of its main stakeholders	<ul style="list-style-type: none"> Interviews Discussion groups 	<ul style="list-style-type: none"> Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members UNDP Local NGOs and consultancies
<ul style="list-style-type: none"> Did the consultation and management bodies play their roles, were their resources sufficient and did they provide sufficient direction and support to the project? 	I3.11. Established and effective roles of the different consultation and management bodies	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Project documents Activity reports Steering committee reports Thematic reports PIRs Government authorities (Madagascar National Parks, MEF, MPRH)

Evaluation questions and sub-questions	Evaluation indicators	Data collection method	Sources of information
			<ul style="list-style-type: none"> Steering committee members Coordination units UNDP
	I3.12. Human resources deployed within the national and regional coordination units.	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Project documents Activity reports Thematic reports PIRs Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members Coordination units UNDP
	I3.13. Established and effective staff roles	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Project documents Activity reports CPR meeting reports Thematic reports PIRs Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members Coordination units UNDP
	I3.14. Assessment of the logistical resources implemented	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Project documents Activity reports Thematic reports PIRs Government authorities (Madagascar National Parks, MEF, MPRH) Steering committee members Coordination units UNDP
<ul style="list-style-type: none"> Assess the cooperation frameworks established between the different organisations active within the project and the quality of the work undertaken by the 	I3.15. Assessment of the cooperation frameworks established between the different organisations active within the project	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Government authorities (Madagascar National Parks, MEF, MPRH) Coordination units UNDP Local NGOs and consultancies

Evaluation questions and sub-questions	Evaluation indicators	Data collection method	Sources of information
<ul style="list-style-type: none"> local consultants and NGOs 	I3.16. Assessment of the work undertaken by local consultancies and NGOs	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Government authorities (Madagascar National Parks, MEF, MPRH) Coordination units UNDP Local beneficiary communities Local organisations and associations PASZ communes Local NGOs and consultancies
<ul style="list-style-type: none"> Was UNDP assistance in line with the needs? 	I3.17. Degree of satisfaction with the assistance provided by UNDP	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Government authorities (Madagascar National Parks, MEF, MPRH) Coordination units
<ul style="list-style-type: none"> Was the monitoring/evaluation and risk management system efficient? 	I3.18. Assessment of the M&E and reporting tools and procedures	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Project Document Start-up workshop report Annual work plans Activity reports PIRs Steering committee members Coordination units UNDP
	I3.19. Relevance to the UNDP and GEF's M&E requirements	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> UNDP Handbook on M&E for Results UNDP
	I3.20. Assessment of the indicators (SMART?)	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Logical framework
	I3.21. Assessment of the risks identified and a rating of these risks	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Project documents PIRs/APRs Activity reports
	I3.22. Assessment of the mitigating measures proposed to face up to these risks and management response	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Project documents PIRs/APRs Activity reports
<ul style="list-style-type: none"> Is the established information system regularly updated and the information created effectively used for conservation planning and surveillance? 	I3.23. Information management system established and assessment of the level of use of the information for conservation planning and surveillance	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Activity reports PIRs/APRs Technical and financial partners Coordination units UNDP Local organisations and associations Local NGOs and consultancies

Evaluation questions and sub-questions	Evaluation indicators	Data collection method	Sources of information
	I3.24. Quality of environmental and socio-economic data produced by the project	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Thematic report Database Government authorities (Madagascar National Parks, MEF, MPRH) Coordination units UNDP Local organisations and associations Local NGOs and consultancies Technical and financial partners
	I3.25. Perception of a sustainable mechanism for publishing, using and protecting the integrity of this data	<ul style="list-style-type: none"> Interviews 	<ul style="list-style-type: none"> Government authorities (Madagascar National Parks, MEF, MPRH) Technical and financial partners Coordination units UNDP Local organisations and associations Local NGOs and consultancies
<ul style="list-style-type: none"> Did the project implement the recommendations of the Mid Term Review mission? 	I3.28. Degree of implementation of mid-term review recommendations	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Mid-term review Management response Activity reports
OUTCOMES			
Q4. How has the project contributed to achieving the expected outcomes and the objectives, and to reducing the environmental stress and/or improving the environmental status of the PASZs? (Effectiveness and impact)			
<ul style="list-style-type: none"> Degree of achievement of all expected outputs and indicators of outcomes 	I4.1. Degree of achievement of all expected outputs	<ul style="list-style-type: none"> Documentary review Interviews Discussion groups 	<ul style="list-style-type: none"> Logical framework Activity reports Thematic reports Annual work plans PIRs Government authorities (Madagascar National Parks, MEF, MPRH) Coordination units UNDP Beneficiary communities Local organisations and associations Local NGOs and consultancies
	I4.2. Degree of contribution of outputs achieved in terms of expected outcomes,	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Logical framework Monitoring Indicators

Evaluation questions and sub-questions	Evaluation indicators	Data collection method	Sources of information
	on the basis of indicators of outcomes		<ul style="list-style-type: none"> Activity reports Thematic reports Annual work plans PIRs Summary of outputs achieved
	I4.3. Change in indicator values	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Logical framework Activity reports PIRs
<ul style="list-style-type: none"> Were the necessary pre-conditions for obtaining the impacts in place? 	I4.4. Assessment of the probability of achieving the impacts	<ul style="list-style-type: none"> Documentary review Interviews Discussion groups 	<ul style="list-style-type: none"> Activity reports Thematic reports Annual work plans PIRs Government authorities (Madagascar National Parks, MEF, MPRH) Technical and financial partners Coordination units UNDP Beneficiary communities Local organisations and associations Local NGOs and consultancies
	I4.5. Factors influencing the achievement of impacts	<ul style="list-style-type: none"> Documentary review Interviews Discussion groups 	<ul style="list-style-type: none"> Activity reports CPR meeting reports Thematic reports Annual work plans PIRs Government authorities (Madagascar National Parks, MEF, MPRH) Technical and financial partners Coordination units UNDP Beneficiary communities Local organisations and associations Local NGOs and consultancies
<ul style="list-style-type: none"> Did the project have expected or unexpected impact on the incomes and lives of beneficiaries 	I4.6. Impact and changes, expected or not, on the incomes and lives of beneficiaries	<ul style="list-style-type: none"> Documentary review Interviews Discussion groups 	<ul style="list-style-type: none"> Activity reports Thematic reports Annual work plans

Evaluation questions and sub-questions	Evaluation indicators	Data collection method	Sources of information
and did it contribute to reducing the environmental stress and/or improving the environmental status of the PASZs?			<ul style="list-style-type: none"> PIRs Beneficiary communities Local organisations and associations PASZ communes Local NGOs and consultancies
	I4.7. Level of public awareness of biodiversity conservation issues and public support for conservation activities	<ul style="list-style-type: none"> Documentary review Interviews Discussion groups 	<ul style="list-style-type: none"> Activity reports Thematic reports Annual work plans PIRs Government authorities (Madagascar National Parks, MEF, MPRH) Coordination units Beneficiary communities Local organisations and associations PASZ communes Local NGOs and consultancies
	I4.8. Change in environmental status of the PASZs	<ul style="list-style-type: none"> Documentary review Interviews 	<ul style="list-style-type: none"> Activity reports Thematic reports Annual work plans PIRs Government authorities (Madagascar National Parks, MEF, MPRH)
	I4.9. Extent to which the project activities have contributed to achieving the MDGs and climate change, with a particular focus on the areas of biodiversity, gender and poverty reduction.	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Activity reports Thematic reports Annual work plans PIRs
Q5. What is the likelihood of outcomes and good practices being sustained, replicated and disseminated following project implementation? (Sustainability)			
<ul style="list-style-type: none"> What is the likelihood of the environmental, socio-economic and institutional benefits generated by the project being sustained? 	I5.1. Environmental, socio-economic or institutional factors threatening the sustainability of the benefits generated by the project	<ul style="list-style-type: none"> Interviews Documentary review 	<ul style="list-style-type: none"> Activity reports PIRs/APRs Government authorities (Madagascar National Parks, MEF, MPRH) Coordination units UNDP Beneficiary communities Local organisations and associations

Evaluation questions and sub-questions	Evaluation indicators	Data collection method	Sources of information
			<ul style="list-style-type: none"> PASZ communes Local NGOs and consultancies
	I5.2. Assessment of the conditions established by the project to ensure the effective participatory management of protected areas	<ul style="list-style-type: none"> Interviews Discussion groups 	<ul style="list-style-type: none"> Government authorities (Madagascar National Parks, MEF, MPRH) Coordination units Beneficiary communities Local organisations and associations PASZ communes Local NGOs and consultancies
<ul style="list-style-type: none"> Has the project strengthened the partners' capacity for action such that the site managers are capable of taking responsibility for biodiversity conservation (management planning and follow-up)? 	I5.3. Degree of site managers' capacity to take responsibility for biodiversity conservation (management planning and follow-up)	<ul style="list-style-type: none"> Documentary review Interviews Discussion groups 	<ul style="list-style-type: none"> Activity reports Thematic reports Annual work plans PIRs Government authorities (Madagascar National Parks, MEF, MPRH) Coordination units
<ul style="list-style-type: none"> Has the project established the conditions and foundations for replicating/disseminating identified good practices and lessons learned? 	I5.4. Likelihood of the sustainability and replicability of income-generating models that contribute to biodiversity conservation	<ul style="list-style-type: none"> Documentary review Interviews Discussion groups 	<ul style="list-style-type: none"> Activity reports Thematic reports Annual work plans PIRs Government authorities (Madagascar National Parks, MEF, MPRH) Coordination units UNDP Beneficiary communities Local organisations and associations PASZ communes Local NGOs and consultancies
	I5.5. Assessment of the project's withdrawal strategy	<ul style="list-style-type: none"> Documentary review 	<ul style="list-style-type: none"> Activity reports Withdrawal strategy
	I5.6. Assessment of the long-term viability of site surveillance committees and community resource monitoring committees	<ul style="list-style-type: none"> Interviews Discussion groups 	<ul style="list-style-type: none"> Government authorities (Madagascar National Parks, MEF, MPRH) Coordination units Beneficiary communities Local organisations and associations

Evaluation questions and sub-questions	Evaluation indicators	Data collection method	Sources of information
			<ul style="list-style-type: none"> PASZ communes Local NGOs and consultancies
	I5.7. Potential to replicate the project's lessons learned and good practices	<ul style="list-style-type: none"> Interviews Discussion groups 	<ul style="list-style-type: none"> Government authorities (Madagascar National Parks, MEF, MPRH) Coordination units Beneficiary communities Local organisations and associations PASZ communes Local NGOs and consultancies

Annex 3 - Degree of implementation of activities and achievement of outputs

Outcomes	Expected outputs	Degree of implementation as of date of final evaluation	Rating and justification
Outcome 1 - An environmental dimension is integrated into development activities	1.1. Establish zoning of the PA-PASZ system bearing in mind the different users of the space, including vulnerable groups	<p>The zoning plans and maps for the four PA-PASZ systems (Lokobe, Sahamalaza, Nosy-Ve and Mikea) have been established and validated by the communities, authorities and partners both locally and regionally. It would be appropriate in the near future to incorporate these zoning plans into the regional land management plan for the 3 regions of Diana, Sofia and Atsimo Andrefana.</p> <p>In-depth analyses of the texts governing SNRM as compared to the context of local resource use has enabled management strategies to be established for each PASZ upstream of these zoning processes. The stakeholder platforms in the 3 regions, the communes and the federations of community management groups were initially deeply involved in producing these SNRM strategies at PASZ level and incorporating conservation priorities into regional and communal planning. These platforms benefited from various training courses in order to contribute actively to this planning, in particular development planning, spatial management planning and conflict resolution. In 2007, all of the communes hosting the initial reference sites were reached with actions aimed at integrating an environmental dimension, whether directly through their Commune-level Development Plans (10 plans) or indirectly through the Coastal Zones Integrated Management Development Plan (4 plans for 20 PASZ communes). Most of these plans were not updated beyond 2009 and most of the regional consultation platforms are now on hold and have not been supported by the project since 2008.</p>	<p>Satisfactory - S</p> <p>The project has contributed to establishing integrated management systems for the PA and PASZ in the three ecosystems on the basis of scientific information and with the active involvement of stakeholders, including the local communities. The zoning plans for the four PA-PASZ systems have been established and validated by the communities, authorities and partners both locally and regionally.</p> <p>Efforts were made to integrate an environmental dimension into development planning at communal level but little follow-up support was given to this and the platforms were put on hold. In contrast, the management plans at the reference sites take into consideration both the sustainable management of reef and mangrove ecosystems in the PASZ and an improvement in the living conditions of the local populations.</p>
	1.2. Establish an integrated management plan for the three PA-PASZ systems taking into account the different users, including vulnerable groups	<p>The management plans for the marine reference sites have been produced and incorporated into the MCPA-PASZ system; their aim is to ensure the sustainable management of reef and mangrove ecosystems in the PASZs and to improve the living conditions of the local populations.</p> <p>The management plans also include plans to safeguard the PAs both socially and economically and have been revised to (i) strengthen the surveillance and regulation of fishing activities in the South zone; (ii) include the conservation associations and fishing groups in the regional GIZC (coastal zone integrated management) committee established in the Atsimo Andrefana Region (South zone); (iii) manage the dividends on sales for fishery and tourist products to the communities managing the NR; (iv) strengthen monitoring of mangrove felling; (v) cooperate better with NGOs for the financing of reforestation; and (vi) support the establishment of new TdG (management transfer) contracts in the PASZs in order to gain better control over the pressures on resources.</p>	
	1.3. To produce and disseminate guides to integrating an environmental dimension for small	Good practice guides on 3 key activities – agriculture, including livestock rearing, fishing and charcoal production - were produced and disseminated in the form of posters and brochures to the communities in the two zones, in cooperation with the MEF and DREF for dissemination in the field. Films on good SNRM practice adapted to the local contexts of the two zones were produced and disseminated at national and site level, with the assistance of the MEF's Department for	

Outcomes	Expected outputs	Degree of implementation as of date of final evaluation	Rating and justification
	operations	Integrating an Environmental Dimension.	
Outcome 2 - Incomes are being generated for the communities through enhanced use of the biodiversity	2.1. Develop the sustainable marketing of CITES listed species existing in the Mikea PASZ	<p>The inventory work conducted in the Amboboka, Ranobe and Sept Lacs forests highlighted the presence of numerous species of wild flora and fauna, both CITES listed and not, that could form the object of export. The study of potential uses of the CITES species, the inventory statistics and the meetings held with the operators and the MEF concluded, however, that the exploitable species were not present in sufficient numbers at the reference sites and that there were only two species of sufficient abundance to justify their marketing. The sustainable marketing mechanism for exportable CITES and non-CITES species was consequently only initiated for these two species of wildlife, with young people at the Amboboka and Sept Lacs references sites who were trained in hunting and harvesting techniques.</p> <p>Although the targeted communities have been put in contact with collectors and around 50 individuals of 2 species have actually been marketed in a test sale, no sustainable partnership has currently been established between the collector communities and the CITES operators in the Mikea PASZ. The main reasons are the geographical isolation and distance of the sites, a lack of interest in the two species identified (these latter form part of what exporters call “secondary products”, i.e. not particularly saleable goods) and the lack of abundance of marketable species of interest to the operators. The probability of this market developing and generating an income for the forest reference site communities is consequently fairly low. However, further scientific studies, coupled with traditional knowledge, need to be conducted over a wider geographic area with regard to the abundance of identified species of greater interest to the operators. The results of the scientific inventories can only be significant on a wider scale.</p>	<p>Satisfactory - S</p> <p>The project enlisted various forms of support to develop a sustainable fishing sector at the 12 reference sites.</p> <p>The adoption of improved and sustainable fishing techniques by the fishers trained by the project service providers and DRPRH has encouraged the CLBs to protect their resources. The increased catches and financial profits coming from these fishing practices are significant for the beneficiary households and have had a knock-on effect on other fishers who want training in these techniques. The lack of adapted fishing gear is, however, an obstacle to the replication of these techniques.</p> <p>Some sustainable uses of timber and non-timber products generate additional income for the beneficiaries, such as basketry. Other areas of work have had more difficulty in starting up because of restricted access to the raw materials and the way the CLBs are organised internally.</p>
	2.2. Organise the communities into community enterprises for the sustainable exploitation of fishery and forest products at 12 reference sites.	<p>12 reference sites out of 13 have received technical assistance to develop priority sustainable sectors: (i) fishing at 10 marine reference sites, (ii) basketry, wood and agroforestry at 2 forest reference sites. The third forest site was recognised as a sensitive area and more appropriate for purely conservation activities.</p> <p><u>Sustainable fishing sector in the marine and coastal PASZs of Nosy-Ve, Lokobe and Sahamalaza:</u></p> <ul style="list-style-type: none"> • Management plans were produced and adapted regularly in line with the results of catch and fishery resource monitoring. With the support of the DRPRHs, the fishers have begun to use the management tools for communal fishing gear and the tools for monitoring their catch but there is still room for improvement in terms of how this data is used for monitoring purposes. • 1,038 fishers grouped into 15 associations/cooperatives and 131 collectors have been trained in improved, more selective, fishing techniques enabling fishing to be conducted over a wider area and thus preserving the over-fished reef flats and mangrove edges. The fishers also received training from the DRPRHs on issues of safety at sea, hygiene, conservation, fishing and product processing techniques. The trained fishers were provided with fishing tackle and gear adapted to offshore fishing and were able to construct dugouts themselves using new 	

Outcomes	Expected outputs	Degree of implementation as of date of final evaluation	Rating and justification
		<p>timber-saving techniques. The fishers' groups have established a funding mechanism for ensuring the upkeep and operation of their dugouts, managed by the fishers' groups. The fishers' groups opened accounts with microfinance institutions using their own funds over a year ago but these have never been mobilised nor remunerated with interest. Moreover, at the request of the fishers, each site was also provided with a larger motorised back-up dugout (i.e. one between a number of fishing villages). This means that they can travel further with their own medium-sized dugout and obtain rapid help should there be a sudden change in the weather or an accident at sea. The provision of this motorised dugout and the safety training has undoubtedly brought about an improvement in the safety of fishers who are fishing offshore, although they have criticised the weight of these dugouts and the power of the engines.</p> <p>The beneficiaries consider that most of the new or improved fishing techniques are effective and profitable in comparison to traditional techniques. This positive opinion relates to hand lines, long lines, pelagic long lines and trolling lines (for fish), jigs for squid, and nets for crayfish and crabs. The new fishing techniques have demonstrated their greater selectivity and the possibility of exploiting resources further offshore in deeper areas. The selectivity of the gear enables high-quality fish to be caught. These fish are also of larger size and thus adult fish that have probably already spawned, ensuring the necessary restocking. The daily catch is tending to increase and, for most of the techniques and reference sites, is greater than the yield that can be achieved with traditional techniques. The trained fishers and their colleagues, whom they have in turn trained, often practise fishing beyond the reef front. According to analyses conducted by Océan Consultant, the direct net income per dugout for fishers trained in the new or improved techniques has increased in comparison to that of untrained fishers: (i) by 61% for the 34% of fishers/households involved in "fishing"; and (ii) by 76% for the 20% of fishers/households involved in "crabbing".</p> <p>Traditional techniques and equipment are, however, still widely used and thus continue to place significant pressure on the reefs and shallows. The results are therefore rather mixed in terms of moving fishing offshore in order to reduce the pressure on the lagoons, reef flats and mangrove edges. Although, according to Océan Consultant, half of the land-trained fishers are capable of making the new or improved fishing gear, a lack of financial resources limits the progress in and use of less destructive equipment and techniques. The size of the dugouts used seems to limit replication of improved gear and the transfer of fishing away from the coast. Moreover, the population density is increasing and, without other alternatives, the number of people fishing will also increase concomitantly. The amount of alternative fishing gear available is too limited for the number of fishers and destructive traditional fishing techniques are still widely practised in the PASZs. By way of example, the Kaokobe seine net is still being used despite its negative impact on marine resources. The critical mass of fishers using the improved gear and techniques is probably not sufficient to enable their dissemination to other fishers.</p>	

Outcomes	Expected outputs	Degree of implementation as of date of final evaluation	Rating and justification
		<p>Additional support in terms of equipment will be necessary to achieve a large enough number of fishers to guarantee the dissemination of these techniques and gear.</p> <p><u>Sustainable timber, agroforestry and basketry sectors in the Mikea PASZ:</u></p> <ul style="list-style-type: none"> 109 women and men at 2 reference sites have been trained in the sustainable exploitation of timber and non-timber products plus financial management, forest product processing and marketing. <p>Basketry at the Amboboka reference site is developing well and the women have taken the techniques clearly on board. This activity is generating an income for the women's group involved and it forms a good high value-added alternative for the women. The number of women involved in basketry is increasing through training sessions and the internal transfer of skills. With the resources generated, the group has been able to finance the construction of a shop at Ankililoaka.</p> <p>Carpentry is also being developed at Amboboaka and several products have been produced (chairs, beds, etc.). However, the CLB does not have the DREF's agreement to market these products. Moreover, the evaluation team considers that additional training will be needed among the Amboboka carpenters to improve the quality of their work.</p> <p>The basketry and woodworking sectors are only in their early days at Ranobe. The women's basketry training took place later than in Amboboka and so the level of ownership of the process is still quite low. No products have been marketed so far. The evaluation team feel that further training is needed to develop this sector. In terms of carpentry, the equipment that was provided is not being used as it is stored with one member of the CLB and the other trained people do not have access to it. This sector has therefore not been developed.</p> <p>The agroforestry sector experienced some start-up and ownership difficulties linked to the weather and poor growth of the chosen plants. It is currently no longer practised, either at Amboboaka or Ranobe, and so is therefore not flourishing.</p> <p>Environmental monitoring of the reefs, mangroves and forests was conducted at the 13 reference sites by Océan Consultant and Biodev in 2009 and 2011, with reference to the baseline state (2006). This monitoring had been updated by the MEF and DREF technical services at the time of this evaluation but the data was not yet available. Monitoring conducted in 2011 gave the following results:</p> <ul style="list-style-type: none"> Marine and reef ecosystems: <ul style="list-style-type: none"> For the South zone, the internal flats are in a bad if not extremely bad condition (well above 25%) of the coverage rate of living coral for all three sites. In contrast, the Jardin des Roses reef is classified as being in a good to very good condition. The Aquarium zone also has an average rate of more than 26%. The external slope is in an average condition with a living coral coverage rate of between 25% and 39%. The external slope of Nosy Ve is in good condition 	

Outcomes	Expected outputs	Degree of implementation as of date of final evaluation	Rating and justification
		<p>(average rate between 40 and 50%). The impact of the activities undertaken with fishers at the marine sites is thus limited, for the reasons mentioned above: the increase in the number of fishers and arrival of other ethnic groups from inland who are not professional fishers, turning over of coral blocks to find sea cucumbers, the use of beach seines, of laro poison and also of crowbars, political apathy in Anakao and refusal to instigate any of the suppressive actions stipulated in the Dinas; approval of the Anakaopar Dina is still awaited from Toliara Court. For the North zone, the three sites at Nosy Be have hard living coral recovery rates that are still above 40%, and the reefs are therefore in good condition. In the case of Berafia, the reefs are in average condition for Matadio (34.8%) and bad for Antsoka (15.7%). The state of the reefs in the North zone is therefore more or less good and the impact of the activities undertaken there are generally more significant than in the South. The importance and economic impact of tourism at Nosy Be is probably linked to the good level of reef conservation and limited pressure from fishing on the coral reefs.</p> <ul style="list-style-type: none"> • Mangrove ecosystems: The state of the mangroves has not changed significantly. The community reserve formations have remained more dense than the zones being logged through use rights where, at all three sites, illegal felling can still be seen, particularly around the edges. The Antsatrana mangrove still has a rate of recovery higher than that of the other two. The Antsahampano mangrove formations are comparatively more degraded and require sustained monitoring. As for the Ankitsika mangrove formations, improvements have been seen but further effort is required for the mangroves located in the national park. • Dry forest ecosystems The environmental monitoring conducted in 2011 noted, above all, a gradual and alarming degradation of the forest ecosystems at Ranobe, where the permanent and massive presence of illegal loggers can be seen. This logging, which takes place primarily for the purpose of charcoal manufacture, is causing the degradation of wildlife habitats and the loss of plant and wildlife species. Although a certain number of anthropic pressures can also be seen at Amboboka and Sept Lacs, the level of degradation seems less, and these sites are still enjoying primary status with plant formations highly characteristic of undisturbed natural forest. <p>Exchange visits between CLBs from reference sites in the North and South regions have been organised to promote exchanges and a dissemination of SNRM good practices and approaches. An exchange visit has also been organised with Senegal.</p>	
	2.3. Mobilise funding for alternative agricultural activities	Seven income-generating activity (IGA) groups are up and running in the PASZs, with 186 women involved in embroidery, market gardening and fruit processing, youths trained as tourist guides, and households rearing chickens. The project mobilised financial and technical support for the IGAs from different partners in the South zone, to the benefit of communities at 4 reference sites (e.g.:	

Outcomes	Expected outputs	Degree of implementation as of date of final evaluation	Rating and justification
		the rural development support project (PSDR) financed by the World Bank with funding through the CECAM microfinance institution, the Agricultural Service Centre (CSA) of the Ministry of Agriculture and WWF Tulear). However, the IGAs commenced at one of these sites in the South were inconclusive and taken up only to a limited extent by the communities (Ranobe site). For the North zone, most of the technical and financial support for the communities involved in the IGAs was provided by the project.	
	2.4. Implement biodiversity conservation activities, taking into account the views of excluded or marginalised groups.	Few activities were started in relation to this output as a consensus on the best way of monitoring the support to conservation actions initiated by the communities. However, in the South zone, the project supported the formulation of two grant applications that were recently submitted to the UNDP/GEF's SGP. These proposals are currently being considered.	
Outcome 3 - Resource management has been transferred to the communities	3.1. Transfer the management of forest resources on the basis of PAGS at the priority PASZ sites.	<p>In all, 43 CLBs were supported through the TdG process for forest and mangrove resources in the PASZs on the basis of PAGS and zoning plans:</p> <ul style="list-style-type: none"> • 20 TdG contracts were renewed with CLBs for 10 years, following evaluation, including 11 relating to reference sites; 17 of them were signed by the Communes, the DREF and the CLBs in question. The principles, approaches and tools involved in managing the zone and natural resources have been taken up extremely well by the CLBs. During the first 3 years of transfer, the community was assisted and significant technical support was provided to the CLBs, including training on community organising, the structuring of CLBS and groups, training in NRM, felling techniques, monitoring tools (transmission book, felling authorisation book, surveillance and infraction monitoring book). These CLBs are applying the technical, administrative and legal tools for resource management that they have been provided with. These CLBs include different committees that enable the different measures stipulated in their contracts to be applied, such as a committee for monitoring Dina application, a surveillance committee, etc. The evaluation team concludes that resource management has been effectively transferred to the CLBs who benefited from this first TdG. The effect of this decentralised management is felt, above all, in the mangrove ecosystems, the condition of which has been preserved at the reference sites. The TdG implemented at the forest reference sites is giving less convincing results although the CLBs have also taken the different tools made available to them on board (for example, the Mahavita Tsara CLB at Amboboka). In most cases, a number of external factors explain the limited effect this TdG has had on preserving the condition of the forest ecosystems (see Box 4). • 23 processes for implementing new contracts have been supported, and some of these bring together several associations and/or Fokontany. As of the date of this evaluation, 22 contracts 	<p>Highly satisfactory - HS</p> <p>The transfer of resource management is effective in 43 CLBs and the MEF and DREFs have taken up ownership of the TdG process.</p> <p>The good results of community natural resource management seem to be confirmed by the maintained health status of the mangrove and reef formations at the reference sites in the North zone. The CLBs are replicating the mangrove reforestation initiatives with other partners outside the project.</p> <p>In contrast, the dry forest degradation in the South continues despite a fall in the rate of loss of forest cover at some reference sites. The persistence of this degradation can be explained by a number of institutional and organisational factors that are not favourable to the CLBs' responsible forest resource management.</p>

Outcomes	Expected outputs	Degree of implementation as of date of final evaluation	Rating and justification
		<p>had been signed and 8 of them formalised. The formalised contracts are those for which the process was conducted by the DREF through the LOA with the project. The other contracts were established through a contractual process with service providers and they need to be formally regularised by the DREFs. The CLBs that benefited from these new TdG are more recent and therefore have at this stage benefited less from the community and technical support than the CLBs that have been supported for the past 10 years or more. This first three-year phase should enable them to formalise the CLBs and acquire the basics of the management tools. An evaluation of this first transfer will subsequently be conducted and a decision taken regarding the renewal of this transfer for a 10-year period. The implementation of these first three years of transfer need to be accompanied by considerable technical support to enable the CLBs to be structured, to enable their members to be trained and for them to be able to apply the basic management-related tools.</p> <p>Zones with controlled rights of use and strict conservation zones have been established within each site under community management.</p> <p>The three DREFs have received capacity building and equipment from the project to ensure they can take up their CLB support and monitoring responsibilities throughout the TdG process, particularly after project end.</p>	
	3.2. Transfer fishery resource management to the communities	<p>Of 43 TdG processes supported, 31 related to mangrove and/or fishing zones. Marine sites without mangrove are not covered by the Gelose Law governing the TdG process and, consequently, transfer of management of the fishery resources in the communities is not possible at these sites. It should, however, be emphasised that management platforms have been established for some marine zones, and these are supervising the fisheries management entrusted to the fisher communities, such as the FIMAHARA platform in the Ifaty, Mangily and Manombo zone. As the results of the environmental monitoring conducted in 2011 show, the work conducted by this platform is bearing fruit as the zones for which special statutes were established under this initiative, such as Jardin des Rose at Ifaty, have a good conservation status.</p> <p>Green belts have been established around the MCPAs through resource TdG that will enable better control over the use of these resources around PAs. The implementation of PASZ management by the CLBs is effective thanks to its good take-up by the communities and the support of the DREFs and DRPHs in the three regions. Nonetheless, these CLBs have differing capacities for monitoring resources and applying the regulations governing access to resources and so require continuous capacity building.</p> <p>13 MEF and DREF technicians were trained and certified in scuba diving and marine environmental monitoring during 2011 and 2012. The DREFs were provided with diving equipment to be able to conduct marine environmental monitoring.</p>	

Outcomes	Expected outputs	Degree of implementation as of date of final evaluation	Rating and justification
	3.3. Produce and implement charters for resource access and conflict management (Dina) at the reference sites.	<p>The PASZ surveillance system is included in the PA management and conservation activities in the project zones. The Dinas became official when the TdG contracts were signed and are applied with the support of the regional and administrative authorities. In most of the sites that have benefited from a renewal of the TdG contract, Dina enforcement monitoring committees (such as KMD) have been established, along with committees responsible for regular joint surveillance missions with CLB members, DREF, MNP or police and/or commune-level officials.</p> <p>Dinas are social standards or codes of conduct governing relations within or between communities. They are voluntary regulations, drawn up and applied by the community itself. As a governance tool, Dinas have been legally recognised through the GELOSE legislation. They are produced and authorised by the CLB and become enforceable following their signing by the mayor of the local commune. The instructions they contain must be “in accordance with constitutional, legislative and regulatory provisions, as well as recognised use and not disputed in the local rural commune”. Although such a Dina may be applicable locally, and conflicts may be resolved within the community, it is also possible for the community or TdG sponsor to have the Dina authorised through the Courts. This gives the Dina a legally recognised status, and means the community can instigate legal proceedings, if necessary, in case of conflict.</p> <p>Dinas are highly respected by the communities, and 75% of the Malagasy population apparently still live in rural communities governed by Dinas. The management and control of natural resource use in line with Dinas is thus most effective when the Dina has been produced in close cooperation with the community, and the rules established therein have been presented and debated by the inhabitants. Moreover, the failure to get some Dinas approved by the Court of First Instance limits the effectiveness of conflict resolution and legal proceedings in relation to illegal logging at the reference sites, when these infractions are not directly committed by the community.</p>	
Outcome 4 - Scientific and traditional knowledge on biodiversity conservation is becoming a tool for biodiversity conservation	4.1. Collect and process available information on the 3 ecosystems in question: reefs, mangroves, forests	<p>Traditional and scientific knowledge of sustainable natural resource management in Madagascar, and particularly for reef, mangrove and dry spiny forest ecosystems, has been inventoried and organised in a data management system, presented as a document bank validated by the MEF and national and regional actors. Some 50 members of different national and regional institutions have been trained in the use of data gathering protocols and database management, with the technical assistance of CIDST (Centre for Scientific and Technical Information and Documentation). These members currently make up three regional networks of practitioners, i.e. researchers, decision-makers, technicians, local authorities and local grassroots communities.</p> <p>Two reviews were conducted in 2012 in order to analyse the knowledge gained in terms of SNRM in reef ecosystems and in mangrove and dry spiny forest ecosystems. These reviews list the activities the project has supported at the different reference sites but the analysis of the contributions and impact of these activities is insufficiently detailed. They are therefore highly descriptive but not particularly analytical.</p>	<p>Moderately satisfactory - MS</p> <p>The data and knowledge management system established as a biodiversity conservation tool is in place and has been supplied with information; however, its functionality as a “biodiversity conservation tool” is not the best and is not, moreover, a guarantee in the near future, for various reasons: problems of Internet connection, bad functioning of some IT equipment, limited willingness on the part of the different partners met</p>

Outcomes	Expected outputs	Degree of implementation as of date of final evaluation	Rating and justification
	4.2. Establish the need for knowledge (in terms of priority ecosystems) according to the identified gaps	The knowledge dissemination strategy and the plan for implementing the knowledge management system have been established and validated by the three regional networks. Implementation of this plan is, however, coming up against a number of difficulties linked to the repatriation of documents, the lack of an Internet connection in the MEF and DREF in order to consult the database and send the documents, the bad functioning of some of the IT equipment used to manage the database and the lack of organisational meetings for the networks due to a lack of budget on the part of the practitioners.	during the evaluation to feed into and ensure the operation of this system.
	4.3. Put in place a data management system (storage and exploitation in the form of a database, physical or multimedia documents...) that can be adapted to different target groups (scientific, children, village communities, etc.)	The data management system, structured as metadata with a document bank, is operational in the DREF of the 3 regions and centralised within the MEF's IT Department. During its first 4 months of operation, 127 new references have been input into the system by the practitioners, i.e. 427 references stored in the database as of mid-2012. The database cannot be consulted online as there is no Internet connection in the IT Department. There are difficulties in inputting information into the database because of a lack of communication on the usefulness of the database among practitioners and the wider public, because of institutional barriers linked to the sharing and distribution of documents, problems with the functioning of IT equipment and a lack of budget with which to mobilise the communities and platform members who have knowledge they can transfer. Moreover, the system established, which is more or less a library bank of documents, does not facilitate ease of use of the data to be found in these documents. The current system simply enables a document to be identified on the basis of a key word.	

Annex 4 - Level of fulfilment of indicators of results and objectives

Indicators ⁵⁸		Baseline ⁵⁹	End-of-project target	Current level
Project Objective: Sustainable natural resource management systems have been established and strengthened in the protected areas support zones				
1	Sustainable natural resource management compatible with biodiversity conservation has been incorporated into the PASZ development plans	The development plans for the communes in the project zones have not yet incorporated biodiversity conservation priorities.	At least one platform comprising different stakeholders with integrated development planning skills exists in each PASZ	<p>The project has supported the creation and strengthening of the capacities of 12 platforms in order to act as a planning group for the PASZs by ensuring the representativeness of stakeholders and geographical cover of the PA to be supported. The CLBs are full members of the platforms representing 13 reference sites.</p> <p>These platforms contributed to establishing 10 green DCPS (development/conservation projects) in 2006 and 4 development plans incorporating the Coastal Zone Integrated Management approach for 20 communes in the project zones. These plans have also served as a basis for guiding other development projects operating in these areas. These plans have not been recently updated, however, partly because of the ongoing political crisis in Madagascar. Moreover, the platforms are mostly now on hold and no longer operational for lack of the necessary resources with which to function. They do not currently have the organisational capacity to coordinate interventions in their zones, nor to assist the CLBs in resolving disputes over access to resources. They are rarely consulted by the actors with regard to disputes or the TdG processes. The evaluation team feels that this situation has an impact on the effectiveness of the TdG. These platforms must act as administrative links with the CLBs, for example when infractions or conflicts cannot be resolved at community level. With the absence of these platforms, a link in the system is therefore no longer operational. Moreover, these platforms should contribute to coordinating interventions. As can be seen in Ranobe zone where the FIMAMI platform is no longer operational, there are many active interventions but a lack of coordination between them, which has implications for the use and management of resources.</p>
2	The legal and institutional frameworks for sustainable natural resource management have been established.	The natural resource management actors have little institutional capacity to reinforce the implementation of the SNRM legal framework and significant governance problems are threatening the sustainability of resources.	Strategies for improving the enforcement and monitoring of SNRM texts have been produced in each PASZ	<p>Strategies for applying texts within each PA and their support zone have been produced and include the required organisational forms (CLBs, surveillance committee, joint control brigade, etc.), the role of platforms in regulatory matters, the Dinas and the charters of responsibilities and, finally, the management tools within the CLBs. A key stage in the application of the Dinas was their authorisation by the courts for 10 TdG contracts in 2012. In fact, the failure to get some Dinas approved by the Court of First Instance limits the effectiveness of conflict resolution and legal proceedings with regard to illegal logging at the reference sites, when these infractions are not directly committed by the community. Initiatives to harmonise the Dinas among several CLBs and their approval should be continued for the rest of the TdG that are signed in order to support the CLBs in their efforts to protect the resources from illegal exploitation.</p> <p>Dinas are social standards or codes of conduct governing relations within or between communities.</p>

⁵⁸ Indicators as given in the PIRs

⁵⁹ Baseline as defined in the PIR

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
				<p>They are voluntary regulations, drawn up and applied by the community itself. As a governance tool, Dinas have been legally recognised through the GELOSE legislation. Several factors may limit the effectiveness of Dinas in the case of infractions related to their resources. These factors are specific to the local context, the production and validation process that has been followed and the model for applying the Dina that has been established. The management and control of natural resource use in line with Dinas is thus most effective when the Dina has been produced in close cooperation with the community, and the rules established therein have been presented, debated and validated by the inhabitants.</p> <p>A detailed analysis of a model TdG is given in Box 2. The evaluation team concludes that strategies for improving the enforcement and monitoring of SNRM texts have been produced and implemented at the reference sites. The key actors have strengthened capacities. The principles, approaches and tools linked to management of natural resources have been taken up extremely well by the CLBs and, above all, by those who benefited from an initial TdG at the start of the 2000s. These CLBs are applying the technical, administrative and legal tools for resource management that they have been provided with. The effect of this decentralised management is felt, above all, in the mangrove ecosystems, the condition of which has been preserved at the reference sites. The TdG implemented at the forest reference sites is giving less convincing results although the CLBs have also taken the different tools made available to them on board (for example, the Mahavita Tsara CLB at Amboboka). In most cases, a number of external factors explain the limited effect this TdG has had on preserving the condition of the forest ecosystems (see Box 4).</p>
3	Conservation plans have been developed and implemented.	Isolated protected areas are surrounded by severely degraded forests or ecosystems that are not being exploited in a manner compatible with conservation.	PASZ planning and participatory management	<p>The management plans for the 4 PASZs have been developed on the basis of scientific information and in cooperation with local stakeholders, including 30 fishing villages in the South and North. All forest and marine reference sites have scientific management and development plans produced with the communities and DREF.</p> <p>These plans are being effectively implemented at the reference sites and relate to the development of a sustainable fishing sector using improved techniques (e.g. offshore fishing and use of selective fishing gear), the development of ecotourism in the Nosy-Ve and Lokobe PASZs and monitoring activities conducted by the CLBs in cooperation with the MNP and DREF.</p> <p>Nonetheless, capacity building needs have been expressed by most CLBs who lack, in particular, partnership negotiation skills but also NR management capacity.</p> <p>Moreover, the implementation of these management plans concerns only a part of the local population of the PA and it is not harmonised with the activities of other surrounding communities, with a view to establishing better control not only of the pressure on resources in the zones managed by the CLBS but also of the pressures on all the zones around the PAs. Planning and participatory management of the whole of a specific PA's support zone will only be effective when all the local communities around the PA have benefited from support for the TdG, have implemented the conservation and use rules and have the necessary organisational set-up. A</p>

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
				promised expansion of the system to the surrounding communities, in order to limit the external pressures, on the one hand, on the zones whose management has been transferred and, on the other, on the PA itself, will need to be implemented to enable effective participatory management of all the PASZs.
4	The area of mangroves in the 2 project intervention zones has been maintained at its 2004 level, namely 2,209 km ²	220 900 Ha (2,209 km ²) in 2004	220 900 Ha (2,209 km ²) in 2004. <i>The 2012 PIR notes an error in estimating this area of mangroves for Sahamalaza in the PRODOC, which should have been around 22,000 ha as all the mangrove formations in Madagascar as a whole come to just under 220,900 ha.</i>	<p>A comparison with 2011 satellite images shows that the mangrove cover has been maintained in the Sahamalaza zone. The extent of reforestation at the reference sites (1,118 ha reforested in 2011) has not yet brought about an improvement in the mangrove formation cover but the CLBs' initiatives in this regard are being replicated at the sites, of which Antsahampano has become exemplary, having reforested the mangroves annually (100 ha in 2011).</p> <p>The results of the inventory conducted in 2011 indicate that the condition of the mangroves has not changed significantly. The community reserve formations have remained more dense than the zones being logged through use rights where, at all three sites, illegal felling can still be seen, particularly around the edges. The Antsatrana mangrove still has a rate of recovery higher than that of the other two. The Antsahampano mangrove formations are comparatively more degraded and require sustained monitoring. As for the Ankitsika mangrove formations, improvements have been seen but further effort is required for the mangroves located in the national park.</p> <p>These good results have also been obtained through good awareness raising of the local population regarding the benefits of marine PAs at most of the reference sites. The fishers realise that protecting these mangroves will enable the potential fishery resources to be increased by offering fish the necessary habitat for their reproduction and growth.</p> <p>These mangroves are currently threatened by uncontrolled logging of mangrove trees for the growing construction needs in the town of Nosy Be (North). Consultations led by the regional and district authorities are underway to try and resolve these disputes.</p>
4a	The area of dry spiny forest in the protected areas and the PASZs has been maintained at 2006 levels.	<p>Forested area: 140,000 ha out of an area of 200,000 ha of protected areas</p> <p>Forested area in ha at the reference sites:</p> <ul style="list-style-type: none"> Amboboka: 1,286 Ranobe: 7,530 Sept Lacs: 4,513 	<p>Area of Mikea Forest: 228,665ha out of an area of 371,340 ha of temporary protected area</p> <p>Forested area in ha at the reference sites:</p> <ul style="list-style-type: none"> Amboboka: 1,286 Ranobe: 7,530 Sept Lacs: 4,513 	<p><u>Area of Mikea forest:</u> the decree on the final status of the Mikea park only stipulates the permanent protection of 184, 630 ha in this PA.</p> <p>Forested area in ha at the reference sites:</p> <ul style="list-style-type: none"> Amboboka: 1,304 ha Ranobe: 6,946 ha Sept Lacs: 4,775 ha <p>The target for Amboboka and Sept Lacs forests has therefore been achieved. The inventory conducted in 2011 concluded, moreover, that the health of the biodiversity at the Amboboka and Sept Lacs sites was still "quite good". The general threat hanging over the Amboboka site from the different pressures it is facing (uncontrolled fires and pressure from hunting, essentially) is, however, currently considered to be "Very High". For Sept Lacs, the level of threat to this site and its conservation targets is still acceptable or "average". This forest still seems to be protected from intensive logging operations and is also characterised by a low level of direct hunting pressure on animals.</p>

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
				<p>The Ranobe site is subject to significant pressure from charcoal production by charcoal manufacturers established since around 2005 and from forest clearing. In the inventory conducted in 2011, an analysis of the viability of conservation targets shows that the overall integrity of these targets is low. Consequently, the health of the biodiversity at Ranobe site remains “low”. It was observed that the illegal practice of charcoal making at Ranobe, along with the parallel clearing of trees for the evacuation of products, is affecting a vast area of forest and is at the root of the destruction of wildlife habitats. Hunting is, moreover, linked to these first two forms of pressure insofar as it is the charcoal makers themselves who go in for this practice. Anthropogenic pressures are reaching an extremely high level, which means that the risk of local disappearance of certain species in the short term is highly probable if no immediate steps are taken. Moreover, the effective management of this zone by the Ezaka de Ranobe CLB is being hindered by a series of institutional and socio-economic barriers. Although the 1st Ranobe TdG contract dates from 2001 (evaluated in 2008), the Dina monitoring committee is not yet up and running and the Dina has not yet been approved. In terms of the economic benefits of resource development, the commercial sectors developed at Ranobe have not been significantly taken up by the communities. Moreover, there is a flagrant lack of synergy between the approaches of the different actors in this zone.</p>
4b	<p>The rate of cover of living coral has been maintained at the 2006 level in the project's South zone.</p> <p>The rate of recovery of living coral has been maintained at the 2006 level in the project's North zone.</p>	<p>South Zone:</p> <ul style="list-style-type: none"> - Nosy Ve aquarium A: 30% in 2006 - Ifaty Jardin des Roses: 50% in 2006 <p>North Zone:</p> <ul style="list-style-type: none"> - Degraded zone/reef flat between 10% and 30% - Zone more or less intact, reef front: between 60% and 75% 	<p>South Zone:</p> <ul style="list-style-type: none"> - Nosy Ve aquarium A: 40% - Ifaty Jardin des Roses: 60% <p>North Zone:</p> <ul style="list-style-type: none"> - Degraded zone/reef flat between 20% and 40% - Zone more or less intact, reef front: between 60% and 75% 	<p>South Zone:</p> <ul style="list-style-type: none"> - Nosy Ve aquarium A: 24% (according to the 2011 inventory, Aquarium zone, a former community reserve has average rates of more than 26.43%). The condition of the reefs is average here) - Ifaty Jardin des Roses: 47% (According to the 2011 inventory, Jardin des Roses coral bank is classified as being in good to very good condition, with a rate of coral recovery varying between 42.5% and 80.17%) <p>The conservation targets for Jardin des Rose have therefore been achieved. For Nosy Ve, following a controversial decision of the Administration, the re-opening of fishing at this site in 2010 has led to the degradation of the reefs. However, it should be noted that these two zones correspond to areas under strict conservation (at least, up until 2010 for the Aquarium A zone at Nosy Ve), and that the state of reefs outside of these strict conservation areas is not so good. The results of the 2011 inventory indicated that the internal flat for the South reefs was in a bad if not extremely bad state, and that the external slope was in an average condition with the rate of cover of living coral between 25% and 39%. The impact of the activities undertaken with the fishers at the marine sits in the South is thus relatively limited. Although the beneficiaries consider that most of the new or improved fishing techniques are effective and profitable in relation to traditional techniques (better selectivity and possibility of exploiting resources further offshore in deeper areas), traditional techniques and equipment are, however, still greatly used and thus continue to place significant pressure on the reefs and shallows. The results in terms of moving the fishing effort offshore in order to reduce the pressure on the lagoons, reef flats and mangrove edges are thus rather mixed.</p>

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
				<p>The amount of alternative fishing gear available is too limited for the number of fishers and destructive traditional fishing techniques are still widely practised in the PASZ. By way of example, the beach seine net is still being used despite its negative impact on marine resources. The critical mass of fishers using the improved gear and techniques is probably not sufficient to enable their dissemination to other fishers. Additional support in terms of equipment will be necessary to achieve a large enough number of fishers to guarantee the dissemination of these techniques and gear.</p> <p>North Zone: percentage cover of living coral</p> <ul style="list-style-type: none"> • Berafia: 51% • Sakatia: 68% • Antanamitarana: 59% • Ambatozavavy: 73% <p>According to the 2011 inventory, the rates of recovery of living coral at Nosy Be are still more than 40% and the reefs at the stations studied are in good condition. Moreover, there is a trend towards gradual improvement over the period 2009 to 2011. At Berafia, the reefs generally had rates of hard living coral cover of 19.58% in April 2009 and 2011 and 30.98% in October 2009 and 2011; they are thus being maintained in an average state of health. The importance and economic impact of tourism at Nosy Be is probably linked to the good level of reef conservation and limited pressure from fishing on the coral reefs.</p>
5	The change in the presence and/or abundance of indicator species within the higher levels of the trophic chain, such as large predatory species of the Lutjanidae family	<p>South Zone:</p> <ul style="list-style-type: none"> - Lutjanidae family: 3 species - Lethrinidae family: 2 species <p>North Zone:</p> <ul style="list-style-type: none"> - Lutjanidae family: 10 species - Lethrinidae family: 4 species 	<p>South Zone:</p> <ul style="list-style-type: none"> Lutjanidae family: 3 species Lethrinidae family: 2 species other families: 4 species <p>North Zone:</p> <ul style="list-style-type: none"> - Lutjanidae family: 10 species - Lethrinidae family: 4 species 	<p>South Zone: Nosy Ve aquarium A</p> <ul style="list-style-type: none"> • Lutjanidae family: 1 species • Lethrinidae family: 0 species • Other families: 5 species of Chaetodontidae <p>The number of species of two indicator families has declined in the South zone. Five other species were, however, observed during 2011 inventories. The comments and explanations given for indicator 4g also apply to this indicator.</p> <p>North Zone:</p> <ul style="list-style-type: none"> • Lutjanidae family: ≥1 species • Lethrinidae family: ≥1 species • Serranidae family: ≥1 species • Other families: Chaetodontidae: 3 species Pomacanthidae: ≥1 species <p>The number of species of indicator families has declined in the North zone. Four other species were, however, observed during 2011 inventories. The abundance of Lutjanidae and Lethrinidae species has thus declined, but other indicator species have been observed. As for the South zone,</p>

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
				the use of more selective and less destructive fishing techniques is limited due primarily to the size of dugouts and resources of the fishers. Although the state of the reefs is being maintained in the North zone, the results in terms of moving the fishing effort offshore in order to reduce the pressure on the lagoons, reef flats and mangrove edges are also rather mixed for this zone.
6	The presence/absence of indicator species (maintained, increased or decreased according to kind of indicator species) at the sites where conservation and SNRM are taking place (indicator defined on the basis of scientific recommendation).	<p>Forest zones in the South: No. endemic plant species Amboboka: 17 Ranobe: 12</p> <p>No. endemic wildlife species Amboboka: 61 Ranobe: 74</p>	<p>Forest zones in the South: No. endemic plant species Amboboka : >=17 Ranobe : >=12</p> <p>No. endemic wildlife species Amboboka : >=61 Ranobe : >=74</p>	<p>Forest zones in the South: No. endemic plant species Amboboka: 16 Ranobe: 09 Sept Lacs: 12</p> <p>No. endemic wildlife species Amboboka: 58 Ranobe: 53 Sept Lacs: 68</p> <p>A comparison of the inventory results obtained in 2006 and 2011 shows that, with the exception of mammals, the number of endemic species is in decline. With regard to relative abundance, the inventory reports also indicate a significant decline in certain endemic species. This decline is particularly remarkable at Ranobe where the destruction of wildlife habitats through the illegal practice of charcoal making is especially worrying. The explanations and comments made for indicator 4a are also valid for this indicator.</p>
6a	Indicator species in Nosy Ve Aquarium A - Acanthaster plancii - Echinometrix diadema	South Zone: Indicator species in Nosy Ve Aquarium A - Acanthaster plancii: 06 individuals - Echinometrix diadema: 25 individuals	South Zone: Indicator species in Nosy Ve Aquarium A - Acanthaster plancii: 1 individual - Echinometrix diadema: 10 individuals	South Zone: Indicator species in Nosy Ve Aquarium A - Acanthaster plancii: 8 individuals - Echinometrix diadema: no data available Other species of potential interest for this indicator are: - Ctenochaetus striatus: 220 individuals - Sufflamen chrysopterus: 4 individuals
6b	<p>South Zone: Indicator species: Diadema setosa</p> <p>Threatened species - whale</p> <p>Species under severe pressure from fishing (number of species per family)</p>	<p>South Zone: Indicator species: Diadema setosa between 20 and 22 individuals/m2</p> <p>Threatened species - one species of whale (megaptera)</p> <p>Species under severe pressure from fishing Chanidae family: 1 sp</p>	<p>South Zone: Indicator species: Diadema setosa between 20 and 22 individuals/m2</p> <p>Threatened species - one species of whale (megaptera)</p> <p>Species under severe pressure from fishing Holothuridae family: 5 sp Ray family: 1 sp</p>	<p>South Zone: <i>Indicator species</i> Diadema setosa between 0 and 20 individuals/m2. The number of individuals is in decline. <i>Threatened species</i>: The project has not monitored the conservation status of whales in the South zone. However, frequent sightings of these species have been reported by fishers and the NGO Reef Doctor.</p> <p><i>Species under severe pressure from fishing</i>: Holothuridae family: 1 sp Lutjanidae family: 3 sp Lethrinidae family: 2 sp</p>

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
		Holothuridae family: 5 sp Ray family: 1 sp Crab family: 1 sp Lutjanidae family 2 sp Lethrinidae family: 2 sp Mugilidae family: 1 sp Teraponidae family: 1 sp Salmonidae family: 1 sp	Crab family: 1 sp Lutjanidae family 2 sp Lethrinidae family: 2 sp Mugilidae family: 1 sp Teraponidae family: 1 sp Salmonidae family: 1 sp	Serranidae family: 1 sp Scaridae family: 6 sp Siganidae family: 2 sp Mullidae family: 4 sp Caesionidae family: 1 sp Acanthuridae family: 6 sp In general, the number of species under severe pressure from fishing is stable. According to inventories conducted by Océan Consultant, the study of ichthyological populations is conducted via the fish transect method, which is based on a sampling of predator fish of commercial interest and bio-indicator species of a reef in good (lionfish, damselfish) or unbalanced (surgeonfish) health. The species indicated above (Lethrinidae, Lutjanidae, Holothuridae and Serranidae) are indicative of the pressure of fishing. The inventories also listed species that are indicative of an imbalance in the reef environment, including those belonging to the Acanthuridae family (Ctenochaetus striatus and Acanthurus triostegus).
6c	North Zone: Degradation indicator species: Diadema setosa Threatened species - whale Species under severe pressure from fishing (number of species per family)	North Zone: Indicator species: Diadema setosa between 20 and 22 individuals/m2 Threatened species - one species of whale (megaptera) Species under severe pressure from fishing Chanidae family: 1 sp Holothuridae family: 5 sp Ray family: 1 sp Crab family: 1 sp Lutjanidae family 2 sp Lethrinidae family: 2 sp Mugilidae family: 1 sp Teraponidae family: 1 sp Salmonidae family: 1 sp	North Zone: Indicator species: Diadema setosa between 20 and 22 individuals/m2 Threatened species - one species of whale (megaptera) Species under severe pressure from fishing Chanidae family: 1 sp Holothuridae family: 5 sp Ray family: 1 sp Crab family: 1 sp Lutjanidae family 2 sp Lethrinidae family: 2 sp Mugilidae family: 1 sp Teraponidae family: 1 sp Salmonidae family: 1 sp	North Zone: <i>Indicator species.</i> Diadema setosa between 3 and 25 individuals/250m2. <i>Threatened species.</i> The project has not monitored the conservation status of whales in the North zone. <i>Species under severe pressure from fishing:</i> Carangidae family: 2 sp Scaridae family: 2 sp Lutjanidae family: 3 sp Lethrinidae family: 2 sp Siganidae family: 2 sp Apart from the Lutjanidae and Lethrinidae families, which are indicative of fishing pressure and are showing a stable or slightly increasing number of species under severe pressure from fishing, the available data concerns families for whom the baseline situation was not measured. In addition, data was not subsequently collected for some species of families whose baseline situation was measured. It is therefore very difficult to come to any conclusion on the basis of the available data. No reasons are given in the inventory reports as to why monitoring of these species was not conducted during the inventory.

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
7	Improved rate of overall management efficiency at the 4 PAs supported by the GEF	IEG 2005 Mikea Forest: 0.25 Lokobe: 0.57 Sahamalaza and Toliara/Nosy-Ve do not have yet	Targets not established	IEG 2010 Mikea Forest: 0.45 Lokobe: 0.6 Sahamalaza: 0.7 Toliara/Nosy-Ve do not yet have an indicator as the creation of the PA is underway. The levels of this indicator have increased for the 3 other PAs since 2005. This consequently means that management efficiency at these 3 PAs has improved, and this represents a contribution of this project, although the efforts (particularly in terms of TdG) are still not being focused on all of the support zones of these 3 PAs. It should, nonetheless, be noted that the indicator for the Mikea forest declined between 2009 (it was 0.49) and 2010 (0.45), which means that the management efficiency of this PA declined and that the pressures on this PA increased over the course of this period. This is particularly due to the pressure placed on Ranobe zone, among others, see indicator 4b. The target should be defined in cooperation with MNP but, to date, no target has been established.
8	Number of households whose incomes come from wild resource gathering and who are participating in sustainable natural resource management in the project's two target zones	3,000 households	21,500 households. <i>The 2012 PIR noted that the objective set was too high in relation to the project's capacity to reach these households in the different PASZs. The evaluation team in fact considers that a target of 21,500 households was too high, given the number of members involved in the CLBs and the number of groups targeted for IGA by the project.</i>	The total number of households involved in SNRM and IGAs is 3,626, of which 1,038 are benefiting from the sustainable fishing component. The beneficiaries consider that most of the new or improved fishing techniques are effective and profitable in comparison to traditional techniques. They have demonstrated their greater selectivity and the possibility of exploiting resources further offshore in deeper zones. The selectivity of the gear enables high-quality fish to be caught. These fish are also of larger size and thus adult fish that have probably already spawned, ensuring the necessary restocking. The daily catch is tending to increase and, for most of the techniques and reference sites, is greater than the yield that can be achieved with traditional techniques. The trained fishers and their colleagues, whom they have in turn trained, often practise fishing beyond the reef front. According to analyses conducted by Océan Consultant, the direct net income per dugout for fishers trained in new or improved techniques has increased in relation to that of untrained fishers: (i) by 61% for the 34% of fishers/households involved in the "fishing" sector; and (ii) by 76% for the 20% of fishers/households involved in the "crabbing" sector. However, the scale of sustainable fishing activities is still low in relation to the population of fishers at the reference sites. Destructive traditional fishing techniques are still widely practised in the PASZs. There is still a dire need for larger dugouts and more selective gear if these techniques are to be disseminated on a wider scale. Through the development of profitable fishing and IGAs, the level of community awareness is high with regard to the benefits and advantages of SNRM and conservation.
8a	Forest zone in the South: creation of biodiversity development sectors	Forested zone in the South: Number of reference sites: 2	Forested zone in the South: Number of reference sites: ≥ 2 Creation of biodiversity development sectors	Forested zone in the South: 3 reference sites supported Creation of biodiversity development sectors Amboboka

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
		<p>Creation of biodiversity development sectors</p> <p>Amboboka</p> <p>Wood: 15 households</p> <p>Typha: 29 households (20%)</p> <p>Ranobe</p> <p>Wood: 24 households</p> <p>Typha: 77 households (80%)</p>	<p>Amboboka</p> <p>Wood: 70 households</p> <p>Typha: 70%</p> <p>Ranobe</p> <p>Wood: 120 households</p> <p>Typha: 100%</p>	<ul style="list-style-type: none"> Wood: 7 households Typha: 25 households involved in the cutting of untreated vondro, 20 households involved in basketry Agroforestry: 6 households CITES and non-CITES sector: 9 households Market gardening: 66 households Basketry <p>Ranobe</p> <ul style="list-style-type: none"> Typha: 62 households Food crops: 20 households Malagasy chicken rearing: 40 households <p>Sept Lacs</p> <ul style="list-style-type: none"> Beekeeping: 56 households Malagasy chicken rearing: 30 households <p>Basketry at the Amboboka reference site is developing well and the women have taken the techniques clearly on board. This activity is generating an income for the women's group that practises it and forms a good high value-added alternative for the women. Carpentry is also being developed at Amboboaka and several products have been produced (chairs, beds, etc.). The evaluation team considers, however, that additional training will be necessary for the Amboboka carpenters if they are to improve the quality of their products.</p> <p>At Ranobe, development of the basketry and woodworking sectors is in its early days. Basketry training for the women took place later than in Amboboka and so the level of ownership of the process is still quite low. No products have been marketed so far. The evaluation team feel that further training is needed to develop this sector. In terms of carpentry, the equipment that was provided is not being used as it is stored with one member of the CLB and the other trained people do not have access to it. This sector has therefore not been developed.</p> <p>The agroforestry sector experienced some start-up and ownership difficulties linked to the weather and poor growth of the chosen plants. It is currently no longer practised, either at Amboboaka or Ranobe, and so is therefore not flourishing.</p>
8b	Marine and coastal zone in the North: sector development	<p>Number of reference sites: 07</p> <p>Number of households: 180 (10 to 15 per site for 12 sectors)</p>	<p>Number of reference sites: >=07</p> <p>Number of households: >= 1569</p>	<p>Marine and coastal zone in the North: 7 reference sites supported</p> <ul style="list-style-type: none"> Sustainable fishing sector: 401 households IGAs (embroidery, ecotourism, fruit processing, chicken rearing): 245 households <p>The gender aspect was specifically considered in the project, from the moment of identifying the sectors to be supported in order to target activities that would involve mostly women such as basketry, fruit processing and embroidery.</p>

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
8c	Marine and coastal zone in the South: sector development	Number of reference sites: 03 Number of households: 120 (10 to 15 per site for 8 industries)	Number of reference sites: >=03 Number of households: >= 5,878	<p>Marine and coastal zone in the South: 3 reference sites supported</p> <ul style="list-style-type: none"> Sustainable fishing sector: 768 fishing households IGAs at Manombo: 50 households <p>Although the IGAs were introduced only recently by the project at the reference sites (end 2011), the level of community ownership, including among women, is generally high and most of the sectors have started up. The households engaged in sectors that are having no problems with outlets, such as ecotourism and local chicken rearing, have benefited from the impact of this income diversification despite a slowdown in the national economy due to the crisis. The other sectors, such as fruit processing, carpentry, basketry and embroidery (at some sites) need reinforcing in order to ensure the better quality of the products and their marketing.</p>
9	Consideration of the position of communes in PA management through fully operational participatory management structures	0% of COSAPs (PA orientation and support committee) respect their rights and obligations as defined in the protected areas management plans.	80% of the COSAPs respect their rights and obligations as defined in the protected areas management plans.	All of the PA COSAPs have been created in the project zones but only the Lokobe and Sahamalaza COSAPs are operational, with strong representation of the local population. The Sahamalaza COSAP groups together the local authorities, economic operators and CLBs; it is operational at intercommunal level, monitoring the management of the PA and its outlying areas. Capacity building of all COSAPs is anticipated by the project in the second half of 2012. The operational COSAPs respect their rights and obligations as defined in the protected area management plans.
10	Community reinforcement in SNRM through the full execution of the GELOSE/GCF provisions.	0% of communities having benefited from resource management transfers have had their management contracts evaluated	80% of communities having benefited from transfers have successfully protected their resources at the end of a 3-year trial period	<p>In all, 11 reference sites (of 13) have been supported to renew their TdG contracts following a series of evaluations, and the Ankitsika site has signed its first management contract. A contract is in the process of being signed for 3 sites. The Berafia site, a private island and marine reference site without mangroves, has no TdG contract with the local communities. Moreover, Anakao/Nosy-Ve is a marine site, a cultural island and managed by the FIMIMANO platform grouping together the 3 neighbouring communes of Anakao, Soalara and St-Augustin; management of the surrounding fishing zones is entrusted to the fishing communities, under the supervision of FIMIMANO. At these sites, the evaluation team considers that more than 80% of the CLBs are managing and protecting their resources (as can be seen from the condition of the mangroves, Jardin des Roses, Nosy Ve Aquarium and Nosy Be reefs, and Amboboka and Sept Lacs forests). Only the condition of the resources managed by the Ranobe CLB is critical and requires urgent measures.</p> <p>In all, 32 new TdG contracts have also been signed in the North and South PASZs, bringing the total in the current TdG process, either in the process of being signed and/or formalised, to 43 in the project zones. These TdG contracts will be evaluated after 3 years of implementation.</p> <p>The DREF have been effectively empowered to produce and revise these contracts and so are able to support the CLBs and project service providers throughout the whole process from zoning to the establishment of the Dina and the different monitoring committees. More than 80% of the CLBs that benefited from the contracts established some ten years or so ago and which were recently renewed, are structured and empowered to conduct effective natural resource management thanks to the significant community support provided by the project. With regard to the CLBs that have just benefited from their first TdG, it is still too early to analyse their management capacity.</p>

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
				Additional support for these CLBS will, moreover, be necessary in the medium term.
11	% of users who consider that the services and products for SNRM knowledge management are in line with their needs	0% of users are satisfied with the knowledge management system	70% of users consider that the services and products for SNRM knowledge management are in line with their needs	<p>The three SNRM knowledge sharing networks have been established in the regions but are having difficulty in operating correctly for various reasons: the members have logistical and IT problems in inputting into and consulting the database, the network organisation meetings are insufficient to raise members' awareness, there are institutional obstacles to the sharing and distribution of documents.</p> <p>The database containing 373 references on three ecosystems (427 references centrally) has been set up within the 3 DREF but is rarely consulted and not very accessible to users. Online consultation of the database is not currently possible due to the lack of an Internet connection at the MEF.</p>
Outcome 1 - An environmental dimension is integrated into development activities				
12	Percentage increase in EP III and rural development budgets allocated to the priority actions identified through participatory planning for development incorporating biodiversity conservation and SNRM	<p>A spiny forest development plan (Ala Maika) exists but does not relate specifically to the project's area of interest.</p> <p>Provisional plans have been developed for the Mikea forest</p>	<p>At least one platform bringing together different stakeholders with skills in integrated development planning exists in each PASZ, in addition to a regional platform in each zone</p> <p>7 platforms are operational, with a regional group or a coalition in each zone</p> <p>8 PASZ development plans</p>	<p>The target defined for project end, which counts the number of operational platforms and PASZ development plans, differs from the defined indicator, which measures the percentage increase in EP III and rural development budgets allocated to the priority actions identified with the CLBs. The data collected by the project with regard to these additional budgets is therefore limited to some IGA development partnerships over the 2012 reporting period. The project has thus not been able to provide information on this indicator.</p> <p>In all, 12 platforms have been established with the project's support in all the intervention PASZs. The members of these platforms, including the CLBs, have been key actors in producing all the zoning and development plans for the 4 PA-PASZ systems (Mikea, Nosy Ve/ Androka, Sahamalaza/Iles Radama and Lokobe/Tanikely), covering 46 districts. In 2008-2009, these platforms began to play the role of interface between the CLBs, the administration and the technical and financial partners in the search for SNRM funding, environmental awareness raising and the resolution of disputes within the PASZs. Few of these platforms are now operational through lack of resources with which to mobilise their members.</p> <p>The concrete partners within the CLBs supported by the project are focused around the area of alternative economic development (e.g. grain collection for biofuel, food crops, chicken rearing). The amount of this external support was estimated at 18 million Ariary in 2012 (nearly USD 8,000) and relates primarily to the South zone. These amounts are relatively low, although given the current Malagasy context it is nonetheless important that the project has been able to mobilise this additional funding. Moreover, these amounts do not include initiatives currently being considered that could result in other partnerships, such as those on biofuel in Ambohimandroso.</p>
14	Reduction in the number of legal infractions thanks to the enforcement of SNRM texts and surveillance conducted by the	No record of the number of infractions available.	50% of conflicts recorded have been resolved through multi-actor platforms.	<p>The project has been unable to collect data on the number of infractions of regulations governing access to resources at the reference sites over the course of the project.</p> <p>The Dinas and responsibility charters for the enforcement of texts on SNRM are officially set out in the TdG contracts for the PASZs supported by the project. The application of the Dinas by the CLBs and local authorities seems effective when the infractions are committed by community</p>

Indicators ⁵⁸		Baseline ⁵⁹	End-of-project target	Current level
	stakeholder platforms.			members themselves and this has had the effect of reducing illegal logging and practices that destroy the resources. Infractions committed by people from outside the community are rarely punished by these Dinas, however, which have only recently obtained legal recognition via their approval through the courts. The mangrove and fishing zones in the North zone and the forests in the South zone are currently among the targets of these infractions on the part of people from outside the CLBs. A formal regional-level conflict resolution mechanism with the stakeholders seems to be needed within the platforms in order to clearly understand the extent of these infractions, although the platforms are no longer operational.
Outcome 2 - Incomes are being generated for the communities through enhanced use of the biodiversity				
14	Number of community management structures that are implementing sustainable and profitable natural resource management activities contributing to biodiversity conservation in each ecosystem, in addition to the communities affected by the 13 reference sites on the ground	<p>6 reef sites have established Dinas to put an end to resource-destructive practices</p> <p>2 mangrove sites have simplified community resource management systems.</p> <p>Some forest sites have simplified zoning plans</p> <p>None of the stated initiatives are able to demonstrate the environmental or economic sustainability of this resource management</p>	Resource management systems and plans that are compatible with SNRM are in place at the replication sites	<p>In all, 32 TdG contracts outside of the 13 reference sites were signed and accompanied by zoning plans, management and development plans, produced on the basis of inventories, along with management tools for CLBs trained by the DREF and DRPRH with the support of this project. However, the low literacy level of CLB members is an obstacle to the effective application of these management tools (e.g. only 15% of fishers are able to fill in their catch forms in the North). Nonetheless, the tools established will be continued by the CLBs who have been trained in their use.</p> <p>Although the fishers trained by the project and DRPRH have adopted improved and sustainable fishing techniques, traditional fishing techniques remain dominant among the local population.</p> <p>With regard to the forest sites in the South, the results of the timber and non-timber product sectors have been mixed. Basketry activities promoted at the Amboboaka site and replicated at the Ranobe site by two women trainers from Amboboaka are generating a noticeable income for the women and enabling them to improve their families' standard of living. With the financial resources generated by this activity and the additional support from Biodev, the women of Amboboaka have opened a shop in Ankililoaka and this is enabling them to sell their production on a weekly basis during the market. This activity should therefore be sustained in the future. However, the carpentry, agroforestry and market gardening activities have not enjoyed the same interest and have been little developed. Moreover, the forest at these reference sites remains under continued pressure, among other things, from charcoal production. Control and regulation of this activity now seems insufficient to be able to limit and regulate the pressure on the forest resources in these zones.</p>
15	Decline in rate of loss of forest cover in the PASZ relative to the trends observed over the reference period.	The rate of loss of forest cover in the Atsimo Andrefana region is still among the highest in the country. Criteria for defining the appropriate SNRM institutions have not been produced. The	An SNRM system, including an M&E component enabling forest cover to be measured, is being maintained at each reference site. The capacity of the community institutions responsible for SNRM is being evaluated annually and strengthened if	The data available on the basis of satellite imagery has shown a clear decline in the rate of loss of forest cover in relation to 2006 at all reference sites except Ranobe in the South. The reports consulted by the evaluators do not specifically mention the level of decline (BIODEV, November 2011). These reports do, however, indicate generally that, from 2006 to 2011, a gradual decline in the tree stock was noted, above all for average-size trees in the Amboboka forest. This phenomenon is the result of the existence of uncontrolled fires and selective felling. A fairly significant decline has been observed in the tree stock in Ranobe forest since 2006. Average size trees have been most affected. In fact, these kinds of trees are the most used for charcoal

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
		skills evaluation was not conducted in a coordinated manner.	necessary.	production. The large trees are reserved for other uses, such as manufacturing dugouts. From 2006 to 2011, the amount of exploitable wood in the Sept Lacs forest declined significantly: logging relates primarily to medium-sized trees, as these are most sought after for house building. The area of mangroves has been maintained and fires to clear the land are no longer observed in sites in the North.
16	Presence or absence of indicator species of the environmental health of the SNRM reference sites	Lack of scientific data on indicator species	The presence of indicator species for the targeted ecosystems has been verified. Presence of species indicating the environmental health of the SNRM reference sites has been maintained.	<ul style="list-style-type: none"> • Reef ecosystem: presence of species of Chaetodon sp. in the North and South zones, a species indicating the good condition of the reefs. • Mangrove ecosystem: the rate of recovery is over 70% at all sites: the many organisms associated with the mangrove are visible and indicative of the good condition of the mangroves (molluscs, crustaceans, fish). • Dry forest ecosystem: compared to the 2006 level, the number of indicator species has declined, with the exception of water birds and mammals (discovery of a new species of lemurine at Sept Lacs). This decline can be explained by the degradation of forest cover caused by uncontrolled fires at Amboboka and the continuing illegal logging and production of charcoal at Ranobe.
Outcome 3 - Resource management has been transferred to the communities				
17	Participatory management plans based on scientific knowledge are in operation for all MCPA.	Management plans have been only partly or temporarily developed.	The MCPAs' participatory management plans have been developed on the basis of best scientific and technical knowledge	<p>Throughout its period of implementation, the project has produced scientific and socio-economic data at the reference sites around the MCPAs in order to assist MNP in developing conservation plans. Ecological inventories were undertaken in 2006, 2009 and 2011 in particular, and produced relevant scientific data on the 3 ecosystems studied. Moreover, studies were conducted for the socio-economic sectors supported, such as a social, environmental and economic assessment of sector development support actions undertaken by Biodev in 2009, plus the 2011 assessment, and the study into CITES sectors conducted in October 2010, and which provides very significant socio-economic and environmental data for the production of the MCPA management plans.</p> <p>The communities took the initiative to create no-harvest areas for better regulation of fisheries management in the PASZs.</p> <p>The results of environmental monitoring at the reference sites was fed back to the communities with a view to taking joint decisions on the direction for implementing the CLBs' management plans. However, the planning of management activities for the different use zones (e.g. estimating resource harvesting quotas, written reporting on activities) has not yet been mastered by most of the CLB members. Ongoing capacity building efforts for the CLBs and better cooperation with the MNP are necessary to ensure the participatory management of these AMPCs.</p>
18	The effectiveness of the zero-harvest zones can be seen in the change in the presence and/or abundance of indicator	A zero-harvest zone is established at Nosy-Ve but is scarcely operational	At least one zero-harvest zone has been established on the basis of scientific criteria relating to optimum size, spacing, % cover and socio-economic criteria for	Seven zero-harvest zones have been established by the CLBs in the PASZs, but without scientific criteria or demarcation. Zones banned for cultural/social reasons (mangroves at Antsahampano, Sakatia and Ambatozavavy) are maintained as zero-harvest by the communities who continue to observe their sacred sites. In the case of other zones, the CLBs have been motivated to preserve them in order to increase the potential fishery resources and hence resulting future incomes. In the

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
	species at the higher levels of the food chain, such as large predatory species of the Lutjanidae family, both inside and outside the fishing zones		each local community management unit.	absence of scientific studies, the effectiveness of these zero-harvest zones is not measurable but it is clear that it will depend on the conditions under which the Dinas are enforced and the strengthening of resource management on the part of the CLBs in the face of external pressures.
Outcome 4 - Scientific and traditional knowledge on biodiversity conservation is becoming a tool for biodiversity conservation				
19	A knowledge management system is enabling economic, environmental, social and technical information on SNRM to be gathered and analysed for Madagascar's main ecosystems.	A fairly large number of practitioners are working on SNRM in the country but there are no organised systems for generating and sharing knowledge	A national system for gathering, analysing and disseminating knowledge on SNRM among practitioners and decision-makers is up and running	The project has trained different national, regional and local partners to feed into and use a database of documents on SNRM knowledge. This database is currently installed in the 3 DREFs and at national level but is scarcely operational. The database is not currently fully operational (see part "3.3.10. Knowledge management system established")
20	Sufficient information and knowledge has been accumulated to enable approaches to be transposed that will permit the design of sustainable and profitable natural resource management actions for Madagascar's main natural ecosystems	The level of SNRM knowledge is insufficient among the different national actors with regard to coral reefs, lagoons, spiny forests, mangroves and other natural ecosystems in Madagascar.	A national network of SNRM practitioners and information/database managers has been identified and established.	The SNRM practitioners' network has not been established nationally but rather at the level of the 3 regions, including 50 members from the administrative authorities, different public and private entities and the local communities. This document bank is not sufficiently used or consulted by practitioners, who have logistical and IT problems in accessing it and feeding into it with paper documents.
21	An effective management system aimed at sharing SNRM knowledge is in place in Madagascar. % of SNRM practitioners satisfied with the knowledge generated and shared.	No satisfaction survey has been conducted. There is no adequate or formally organised training in Madagascar for the development of SNRM models.	An information management system for sharing SNRM knowledge with SNRM practitioners is up and running. Possibility of quantifying the environmental and socio-economic impacts of SNRM. A communication strategy has been produced by which to share knowledge among different	As previously mentioned, the information management system for sharing SNRM knowledge has been established but is not fully operational, either nationally or in the three regions. No satisfaction survey was conducted among practitioners.

	Indicators ⁵⁸	Baseline ⁵⁹	End-of-project target	Current level
			stakeholders.	
22	% of politicians and decision-makers who have a basic understanding of SNRM	No survey has been conducted but a lack of communication on SNRM with decision-makers and politicians was noted.	<p>Incorporation of SNRM objectives into strategic country development documents.</p> <p>8 policy briefs prepared each year on key issues relating to SNRM.</p> <p>The estimated number of politicians and decision-makers reached through a variety of media is increasing each year.</p>	Although the database is established at national level and in the regions, policy briefs have not yet been developed. The document base does not yet contain information on good practices and lessons learned in the implementation of SNRM through different projects.

Annex 5 – Mission Programme

Dates	Place	Activities	
Sunday 09-Sept-12	Antananarivo	Arrival of international evaluator	International and national experts
Monday 10-Sept-12	Antananarivo	Briefing with UNDP - Resident Representative, Deputy RR/Programme Officer, Team Leader in the UNDP country office, and head of the M&E Unit Meeting Ministry of the Environment and Forests Meeting coordination team staff EP3 Coordinator	
Tuesday 11-Sept-12	Antananarivo	Madagascar National Parks (MNP) Members of national steering committee Project partner NGO and consultants' heads and technicians	
TESTING EVALUATION TOOLS AT A COMMON SITE			
Wednesday 12-Sept-12	Antananarivo	Leave Antananarivo for Antsohihy by road	International and national experts UNDP - EP3
Thursday 13-Sept-12	Antsohihy	Leave Antsohihy for Maromandia	
	Maromandia	Meeting with the local authorities (Mayor and Prince ARANA IV)	
		Meeting Madagascar National Parks (Sahamalaza/Iles Radama)	
		Meeting with the communal and intercommunal platform on conflict resolution (PPEDS) and some members of the practitioners' network.	
		Meeting with local grassroots community in Ankitsika and its forms of organisation (fishing group, women embroidery group, gasy chicken rearing group)	
Friday 14-Sept-12	Antsohihy	Meeting with DREF, DRPRH and SOFIA Region Working meeting to test tools	
Saturday 15-Sept-12	Antsohihy	Leave Antsohihy for Antananarivo (South group) Leave Antsohihy for Ambanja (North group)	
NORTH ZONE EVALUATION			
Sunday 16-Sept-12	Ambanja	Leave for Nosy-Be Rest	National Expert UNDP - EP3
Monday 17-Sept-12	Nosy-Be	Meeting Cantonnement Environnement et Forêt (CEF), microfinance agency OTIV, ORTN, and tourist operators, CNRO	
Tuesday 18-Sept-12	Ambatozavavy	Meeting with the grassroots local communities and their organisations (women's embroidery group, tourist guides and fishing cooperative)	
	Nosy-Be	Meeting with other Madagascar National Parks partners (Lokobe) and fishing and fishery resource district (CIRPRH)	
Wednesday 19-Sept-12	Nosy-Be	Leave for Ambanja and Antsahampano	
	Ambanja	Meeting with communal authorities (Mayor and District), CEF and CIRPRH Meeting with other members of the practitioners' network (CRADES, ROSEDA, ADAPT)	
Thursday 20-Sept-12	Ambanja	Leave for Antsahampano	
	Antsahampano	Meeting with local grassroots communities and their forms of organisation (women's embroidery group and fishing group, tourist activity) Leave for Antsiranana	
Friday 21-Sept-12	Antsiranana	Meeting DREF, DRT, DRPRH and Diana <u>Region</u>	

		Meeting Madagascar National Park Inter-Regional Management	
		Meeting with other members of the practitioners' network (SAGE-CI - University - WWF)	
Saturday 22-Sept-12	Antsiranana	Return to Antananarivo by plane (or road)	
Sunday 23-Sept-12	Antananarivo	Rest	
SOUTH ZONE EVALUATION			
Sunday 16-Sept-12	Antananarivo	Leave Antananarivo for Toliara by plane	International expert UNDP - EP3
Monday 17-Sept-12	Toliara	Meeting DREF, DRPRH, DRT and Atsimo Andrefana Region	
		Meeting Madagascar National Park Inter-Regional Management	
		Meeting WWF: PA Project at PK 32 Ranobe	
		Meeting members of the network of SNRM practitioners (IHSM, WWF, TAMIA, OCPI/OHEMIA, SAGE, FAMARI, BLUE VENTURES, MNP Tsimanampetso, FIMIMANO)	
Tuesday 18-Sept-12	Toliara	Meeting regional planning and conflict resolution platforms in the areas of intervention: FIMIMANO	
		Meeting other partners: Microfinance agency CECAM, GEF/SGP - Tany Meva, Reef Doctor	
Wednesday 19-Sept-12	Toliara	Leave for Ifaty Mangily via Belanda by road	
	Belanda	Meetings with the commune-level authorities (Mayor)	
	Ifaty Mangily	Meeting with local grassroots communities and their forms of organisation (Ambolomailaka fishing group)	
Thursday 20-Sept-12	Ifaty Mangily	Leave for Ranobe	
	Ranobe	Meeting with local grassroots communities and their forms of organisation (basketry, carpentry, agroforestry, chicken rearing, food crop groups)	
Friday 21-Sept-12	Ifaty Mangily	Leave for Ankililaoka	
	Ankililaoka	Meetings with the commune-level authorities (Mayor)	
		Meeting Madagascar National Parks (Mikea)	
		Meeting regional planning and conflict resolution platforms in the areas of intervention: FIMAMI	
Saturday 22-Sept-12	Ankililaoka	Leave for Amboboka	
	Amboboka	Meeting with local grassroots communities and their forms of organisation (basketry, carpentry, agroforestry, CITES component, market gardening)	
		Return to Ifaty Mangily	
Sunday 23-Sept-12	Ifaty Mangily	Rest	
Monday 24-Sept-12	Ifaty Mangily	Leave for Manombo	
		Meetings with the commune-level authorities (Mayor)	
		Meeting with local grassroots communities and their forms of organisation (Fitsitike and Andrevo-Bas fishing groups)	
		Return to Ifaty Mangily	
Tuesday 25-Sept-12	Ifaty Mangily	Return to Toliara	
	Toliara	Return to Antananarivo by plane	
Wednesday 26-Sept-12	Antananarivo	Debriefing with UNDP and the Project team and MEF	International and national experts
END OF FIELD VISIT			

Annex 6 - List of people interviewed

Date	Institution	Name and surname	Post
06/09/2012	UNDP/GEF	Fabiana Issler	Regional Technical Advisor
10/09/2012	UNDP Madagascar	Isidore Agbokou	Acting Deputy Resident Representative
	UNDP Madagascar	Alpha Amadou Bah	Head of the Monitoring/Evaluation Unit
	UNDP/EP3 management unit	Hanta Rabefarihy	UNDP EP3 Support Coordinator
	UNDP Madagascar	Verosoa Raharivelo	Water and Environment Programme Officer
	UNDP/EP3 management unit	Helivelo Ramamonjison	Administrative and Financial Assistant
	UNDP Madagascar	Fanomezantsoa Rakotoarisoa Andrianavaivony	Poverty and Environment Team Leader
	Ministry of the Environment and Forests	Frédéric Joel Ramarolahivonjitia	DSI Director
	Ministry of the Environment and Forests	Paul Olivier Ralison	DIDE
	Ministry of the Environment and Forests	Ivannie Rabenitany	DPPSE
	Ministry of the Environment and Forests	Sahondra Rabesihanaka	DVRN
	Ministry of the Environment and Forests	Lova Rakotonindrainy	DSI
	Ministry of the Environment and Forests	Noasilalaonomenjanahary	DIDE
	Ministry of the Environment and Forests	Rivo Rabemananjara	DIDE
	Ministry of the Environment and Forests	Rivosoa Rabenandrasana	DIDE
11/09/2012	Madagascar National Park	Herijaona Randriamanantenasa	Operations Director
	Madagascar National Park	Zézé Ravelomanantsoa	Co-management and partnerships officer
	Environment Projects Coordination Unit (UCPE)	Guy Razafindralambo	Coordinator (formerly CELCO)
	SAGE	Naritiana Rakotoniaina	Executive Director
	SAGE	Joelisoa Rakotonandrasana	Technical Coordinator
	SAGE	Tahiana Razafindralambo	Technical Officer
	BIODEV		
	Océan Consultant	Zbiquen Kasprzyk	Expert
	Océan Consultant	Eulalie Ranaivoson	Teacher
	BIOTOPE	Aurélia Labedan	Project leader
	SPROGES	Andriamaholy Rasolofo	Team Leader
	CIDST	William Andriampeno	Expert
	CIDST	Elisette Raveloson	Department Head
	CIDST	Rakotoarivelo	Director
	CIDST	Marcelline Rahaingo-Razafimbelo	Department Head
13/09/2012	Learning outcomes capitalisation consultant	Rakotondrazaka	Consultant
	Maromandia Commune	Modeste Rajaonarisaona	Mayor
		Prince Maromandia	Prince

	Madagascar National Park	Isia Raymond	Sahamalanza Park Director
	Madagascar National Park	Urbain Joel Randrianariveto	Head of East Sector Sahamalaza Park
	Madagascar National Park	Tsaranarana	Head of West Sector Sahamalaza Park
	PPEDS	Hermogene Michel	Acting Vice-President
	PPEDS	Lucie Salamazara	Member PPEDS
	Ankitsika community	41 people present, of which 13 women	CLB members, embroidery group, crab fishing association, shrimp fishing association
14/09/2012	Regional Department for the Environment and Forests - Sofia region	Zamary Rufin	Director
	Regional Department for Fisheries and Fishery Resources - Sofia region	Alain Jiaosedy	Head of Regional Fisheries and Fishery Resources Department
	Regional Department for the Environment and Forests - Sofia region	Thierry Rasatatsikoarana	Head of the regional monitoring service and network administrator in Sofia region
	UNDP Madagascar	Alpha Amadou Bah	Monitoring/Evaluation Officer
	UNDP/EP3 management unit	Emilson Raheinasolo	IGA expert North Zone
17/09/2012	Regional Department for the Environment and Forests - Atsimo Andrefana region	Razaka Victor	Director
	Regional Department for Fisheries and Fishery Resources - Atsimo Andrefana region	Noely	Head of the Regional Fisheries Service
	Tourism Department - Atsimo Andrefana Region	Juliette Ramboa	Director's assistant
	Tourism Department - Atsimo Andrefana Region	Narson Elise Venance	Regional Head of Tourism
	Atsimo Andrefana Region	Mr Dinbinary	Head of Region
	Rural Development Support Project	Saholy Razafiniaina	Environment Officer
	WWF Tulear	Bernardin Rasolonandrasana	Ecoregional Leader Ala Maiky
	WWF Tulear	Mamisoa Andriafanomezana	Senior Project Officer
	Practitioners' network for knowledge management - Atsimo Andrefana region	11 representatives of the institutions involved	
	Regional Department for the Environment and Forests - Atsimo Andrefana region	Mamy Rabenanatsoa	Database Officer
	SAGE Tulear	Thierry Ramandraiarivony	Regional coordinator SAGE Tulear
	SAGE Tulear	Bienaimé Solofo	Technical Assistant SAGE Tulear
	SAGE Tulear	Anasvaler	Technical Assistant SAGE Tulear
18/09/2012	FIMIMANO	5 members of FIMIMANO Executive Board	
	CECAM	Mr Bruno	Head of CECAM South West Zone
	CECAM	Mr Lalaina	Regional Inspector CECAM South West Zone
	CECAM	Mrs Lanto	Database Officer

	CECAM	Mr Gildas	Accounts Officer
	GEF/SGP	Faliarimino Rakotomanana	Local GEF/SGP coordinator
	Tany Meva Foundation	Hanitriniaina Rakotoarison	Technical Assistant for the project database and information
	Tulear Agricultural Service Centre (CSA)	Mr Faralaky	CSA Tulear Coordinator
	MNP Tulear inter-regional office	Frida Razafinaivo	Acting regional office manager - co-management and partnerships monitoring framework
	MNP Tulear inter-regional office	Jeannot Masinavy	Director of Tsinanepetse and Nosy Vê Park
	Toky Fampandrosoana	Luc Ramandimbisoa	Socio-organisational Officer
19/09/2012	Rural commune of Belalanda	Thierry Anjarako Eric	1st deputy Mayor of Belalanda
	Rural commune of Belalanda	Bienaimé Famanbina	Mayor
	Rural commune of Belalanda	Bily Jean Claude	Technical advisor
	Ambolomailaka fishing community	6 fishermen and 6 women fish sellers	
	Ifaty fishing community	8 fishermen and 3 women fish sellers	
20/09/2012	Ranobe village - Ezaka II CLB	28 members of the CLB, including 10 women	
	Ankilimalinika commune	Mr Zamby	2nd deputy mayor
		Martin Rémi Piri	Civil Registry Secretary
	Mangily fishing community	3 fishermen and 3 women fish sellers	
21/09/2012	Rural commune of Ankililoaka	Mr Grégoire	1st deputy mayor
	Rural commune of Ankililoaka	Mr Dieudonné	President of the Commune-level Council
	Rural commune of Ankililoaka	Benoit Bostin	Journalist
	Mikea MNP	Toany	Director of Mikea PA
	Mikea MNP	Rija Sovavijianakiry	Head of Environmental Development and Education Component
	FIMAMI	6 members of the Executive Board	
22/09/2012	Amboboka village - Mahavitsa Tsara CLB	40 men and 20 women CLB members	CLB Executive Board, CLB members, basketry, carpentry, agroforestry groups, CITES component and market gardening groups
23/09/2012	Reef Doctor	Shane M Abeare	Director - fisheries management advice
	Staff of the Regional Department for the Environment and Forests	9 DREF officials benefiting from scuba diving and responsible for monitoring the marine environment	
24/09/2012	Rural commune of Manombo	Honoré Nomery	Mayor
	Rural commune of Manombo	Firanga Altophère	1st deputy mayor
	Rural commune of Manombo	Velonjony	Advisor
	Rural commune of Manombo	Emmanuel Sebany	President of the Commune-level Council
	Ambohimandroso village - Mikamba CLB	50 CLB members, including 25 women	CLB Executive Board, KMD members and CLB members

	Fitsitike village - Fiharatse CLB and Mahasoa fishers' association	10 fishermen and 8 women fish sellers	Members of the fishers' association, President of CLB
	Andrevo-Bas village - Fikasoa CLB and Mpanjono Miray Andrevo fishers' association	12 fishermen and 20 women fish sellers	Members of the fishers' association, President of CLB
17/09/2012	Nosy Be Regional Tourism Office	Michel Ramasy	Executive Director
	CNRO	Félicitée Volamisy	Librarian
	CNRO	Jean Paul Toussaint	Researcher, vice-president of PFED
	CIREEF Nosy Be	Thierry Ghun	Head of Forest Management
	Nosy Be Regional Tourism Department	Léa Ravo	Tourism representative
	SAGE Nosy Be	Dominique Boba	Head of the Regional Office
	Nosy Be Agricultural Services Centre	Salimo	Coordinator
18/09/2012	Ambatozavavy CLB	7 male members of the CLB, 11 male guides, 6 female embroiderers	
	Madagascar National Park Lokobe	Candicia Bikiny	Director
	Nosy Be Commune	Jean Bikiny	Vice-President of Special Delegation
	Nosy Be Fisheries and Fish Resources district	Nirina Rabenarisoa	Head of Administrative District
	Antanamitarana Nosy Be CLB	12 fishermen, 30 women members of the CLB, including 8 women jam producers	
19/09/2012	CIREEF Ambanja	Richard Jaovelo	Head of Forest Management
	Ambanja Fisheries and Fish Resources district	René Rasolofomanana	Head of Administrative District
	Ambanja district		Head of District
	CRADES Ambanja platform	Raymond Mandiny	President
	CRADES Ambanja platform	Didier Tombozara	Administrative and Financial Officer
20/09/2012	Antsahampano Ambanja CLB	8 fishermen and 4 women embroiderers	
21/09/2012	DREEF Diego	Arsène Simona	Director
	DREEF Diego	Antinone Razanakolona	Staff member
	Diego Regional Tourism Department	Francis Befourouack	Director
	Regional Fisheries Department	Philigence Rajesiarimanana	Environment Officer
	MNP Diego		Acting Director
	SAGE Diego	Haingo Rasolonirinarimanana	Director of Regional Office
	Diego Regional Development Department	Jocelyn Jaonosy	Director

Annex 7 - Presentation of the reference sites visited

NORTH ZONE: Lokobe/Nosy Tanikely and Sahamalaza/Iles Radama Protected Areas Support Zones

	AMBATOZAVAVY (reefs)	ANKITSIKA (mangroves)	ANTSAHAMPAND (mangroves)
THEME	DESCRIPTION		
CLB (Local Grassroots Communities managing natural resources)	FMTA	VARATRAZA	FIZAMITI
MANAGEMENT TRANSFER (TdG)	<ul style="list-style-type: none"> Initial 3-year contract in 2000 Evaluated in 2008 with proposed renewal Recommendation for renewal of management contract for 10 years PAGS and DINA signed in March 2009 by the decentralised technical services (DRAF, DRDR) and PDS and SPRH Nosy-Be Contract renewed for 10 years, signed in January 2012 	<ul style="list-style-type: none"> Initially without TdG contract with the MEF, simply community management Initial TdG contract obtained in November 2011 with the technical support of the DREF SOFIA in the context of a Memorandum of Understanding between UNDP and DREF 	<ul style="list-style-type: none"> Initial 3-year contract in 2000 Evaluated in 2008 with proposed renewal Recommendation for renewal of management contract for 10 years PAGS and DINA signed in March 2009 by the decentralised technical services (DRAF, DRDR) and PDS and SPRH Nosy-Be Contract renewed for 10 years, signed and formalised in August 2011
	Related capacity building: <ul style="list-style-type: none"> Community organising The texts and Dina (resource access charter) governing natural resource management Conflict and dispute management Community monitoring 	Related capacity building: <ul style="list-style-type: none"> Community organising The texts and Dina (resource access charter) governing natural resource management Conflict and dispute management Community monitoring 	Related capacity building: <ul style="list-style-type: none"> Community organising The texts and Dina (resource access charter) governing natural resource management Conflict and dispute management Community monitoring
ECOSYSTEM AND STATE	Initial <ul style="list-style-type: none"> Coral reefs Degradation caused by fishing for octopus, bivalves and shellfish at low tide on the part 	Initial <ul style="list-style-type: none"> Mangrove formations Trampling of mangrove regions by fishing on foot 	Initial <ul style="list-style-type: none"> Mangrove formations and fishing zone Degradation of mangroves due to logging via use rights (house construction, firewood,

	of fishers on foot with sticks, rods and harpoons as fishing gear	<ul style="list-style-type: none"> • Destruction of burrows through use of hooks • Felling of wood for house construction 	fencing) <ul style="list-style-type: none"> • Some target species becoming rare due to Kaokobe seine net (juveniles of all species)
	Current: condition clearly improving <ul style="list-style-type: none"> • Conservation of reefs close to the Lokobe PA (Ambatomamoegny) • Conservation of the mangrove forest around the sacred site of "Ambatozavavy" 	Current: condition gradually improving <ul style="list-style-type: none"> • Community reserve: Antsiraka-Tanandava protection zone: not much regeneration but in good condition • Antinteraka controlled-use zone: felling is ongoing, thus requiring more sustained monitoring effort 	Current: condition clearly improving <ul style="list-style-type: none"> • Community reserve (2,500 ha): regenerating mangrove and mangrove in good condition • Right of use zone regenerating and in good condition • Absence of felling • Place of official reforestation launch in 2011 by MEF and DIANA Region, reference with regard to mangrove reforestation
SUSTAINABLE FISHING SECTOR	START-UP OF THE SECTOR 2008-2009		
	Resources targeted <ul style="list-style-type: none"> • Pelagic fish • Deep-sea fish 	Resources targeted <ul style="list-style-type: none"> • Crabs 	Resources targeted <ul style="list-style-type: none"> • High-quality deep-sea fish • Larger deep-sea fish, fished further offshore • Pelagic and reef fish of average size
	Villages concerned <ul style="list-style-type: none"> • Ambatozavavy • Ankotorobe and Bemanasy 	Villages concerned <ul style="list-style-type: none"> • Antananabo I and II • Antanambao • Ambodipo 	Villages concerned <ul style="list-style-type: none"> • Antsahampano
	Number of fishers trained <ul style="list-style-type: none"> • 24 in the cooperative 	Number of fishers trained <ul style="list-style-type: none"> • 24 	Number of fishers trained <ul style="list-style-type: none"> • 23
	Management actions <ul style="list-style-type: none"> • Management plan with the objective of reducing pressure on the coral reefs and usual fishing areas • Encouraging fishing further offshore and the exploitation of new fishing sites • Building on the assets of biodiversity and culture to promote ecotourism • DINA (social agreement) on natural resources 	Management actions <ul style="list-style-type: none"> • Management plan with the aim of redirecting the fishing effort towards the channels and estuaries, and even more distant zones that are still in good biological condition • Encouraging the fishing of crabs with larger claws (cephalothoracic width $\geq 10\text{cm}$, i.e. adults that have already reproduced and are of higher commercial value • Building on the assets of biodiversity and 	Management actions <ul style="list-style-type: none"> • Management plan with the objective of reducing the pressure on the mangroves and usual fishing places • Encouraging fishing further offshore and the exploitation of new fishing sites • DINA (social agreement) on natural resources • Community resource monitoring

	<ul style="list-style-type: none"> Community resource monitoring 	<p>culture to promote ecotourism (Sahamalaza mangroves with their traditional culture)</p> <ul style="list-style-type: none"> DINA (social agreement) on natural resources Community resource monitoring 	
	<p>Fishing gear</p> <ul style="list-style-type: none"> Long line Pelagic long line Trolling line Larger mesh net 	<p>Highly selective fishing gear enabling fishers to operate in the channels and estuaries away from the submerged mangroves.</p> <ul style="list-style-type: none"> 107 crab nets 96 crab pots 	<p>More selective fishing gear</p> <ul style="list-style-type: none"> Long line Hand line 40 mm mesh net (Arato fandriky)
	<p>Improved production</p> <ul style="list-style-type: none"> Better average fish yield: 8.5kg (hand line and trolling line) instead of 6kg (periky net) and 4.5 kg (simple line) Average weight of individual: 381g instead of 86g Average length of individual: 19.5 cm instead of 17.5 for Mahaloky 26.5 cm instead of 13 for Ambariaka 	<p>Improved production</p> <ul style="list-style-type: none"> Good average fish yield: 20 kg per trip by dugout with selective fishing gear instead of 6 to 10 kg maximum with traditional gear 	<p>Improved production</p> <ul style="list-style-type: none"> Lower average fish yield: 23 kg per trip with Arato fandriky instead of 53 kg with Kaokobe seine net but fish of better quality Average weight of individual: 109g instead of 64g Average length of individual: 29.5 cm instead of 14 for Kotrokotro 25 cm instead of 13 for Tamporoa 25 cm instead of 13.5 for Tabaka
	<p>High-quality fish at a good price</p> <ul style="list-style-type: none"> Angoho: (Thazard rayé) Alovo (Vielle) Kotrokotro (Capitaine) Kitrany (Vivaneau) Kikao fisaka (<i>Caranx mentalis</i> or Carangue) Janona (Barracuda) <p>Sale price: 1,750-2,000 Ar/kg deep-sea fish instead of 1,000 Ar/kg small pelagic fish</p>	<p>Marketing</p> <ul style="list-style-type: none"> Ankitsika has become the collection point for crabs for neighbouring villages Haul once/week average 2,000 kg In partnership with Sté MADASURGEL Antsiranana <p>Sale price:</p> <ul style="list-style-type: none"> 1200 -1400 Ar/kg washed crab with claws 1000 Ar/kg unwashed crab without claws <p>In partnership with local fish sellers in Ambanja</p>	<p>High-quality fish at a good price</p> <ul style="list-style-type: none"> Kotrokotro (Capitaine) Ambariaka (Gerres sp) Alovo (Serranidae) Kikao (Carangue) <p>Sale price: -2,000 Ar/kg deep-sea fish instead of 1,000 Ar/kg small fish</p>
	<p>SAFETY MECHANISMS IN 2010</p> <p>(in order to increase the efficiency of management actions and the profitability of the sector)</p>		
	Principle I: Larger dugout adapted to the wider sea	Principle I: Project and MEF's commitment	Principle I: Larger dugout adapted to the wider sea

	<ul style="list-style-type: none"> 8m wooden dugout with outboard motor equipped with cold room, life jacket and first aid kit 	<ul style="list-style-type: none"> 3.5-4.0m average-size dugout adapted to the channels and estuaries Harvesting of wood to construct 24 dugouts, with the authorisation and technical assistance of DREF Test new hardwood species for dugout construction: mango, mantaly and motso Training of carpenters/fishers to build dugouts Conservation of dugout wood 	<ul style="list-style-type: none"> 8m wooden dugout with outboard motor equipped with cold room, life jacket and first aid kit
	<p>Principle 2: Existence of a management mechanism to finance operations</p> <ul style="list-style-type: none"> Management by the CLB with the fishing groups Establishment of a committee for the use and management of the motorised dugout Use of the dugout for fishing expeditions, with fuel the responsibility of the project for 1 month of training and testing of fisheries with fishers Payment of dividends on sale Training of skippers (maintenance) and those responsible for fund management 	<p>Principle 2: Commitment of beneficiary fishers</p> <ul style="list-style-type: none"> Felling of trees in the harvesting forest Hollowing out of the hull Transport of hull to village Construction of masts Manufacture of sails by the women Regular trips to sea Sale of crabs with claws Maintenance and of dugouts and fishing gear produced 	<p>Principle 2: Existence of a management mechanism to finance operations</p> <ul style="list-style-type: none"> Management by the CLB with the fishing groups Establishment of a committee for the use and management of the motorised dugout Use of the dugout for fishing expeditions, with fuel the responsibility of the project for 1 month of training and testing of fisheries with fishers Payment of dividends on sale Training of skippers (maintenance) and those responsible for fund management
	<ul style="list-style-type: none"> Operational since March 2010 with official handover of dugout and engine to the CLB by the UNDP Resident Representative 	<ul style="list-style-type: none"> Operational since purchase of dugouts by fishers on two occasions: an initial 12 dugouts in 2009 and the same number again in 2010. 	<ul style="list-style-type: none"> Operational since July 2010 with handover of dugout and engine to the CLB in June
	IMPROVEMENT IN ANNUAL NET INCOME		
	2,380,000 Ar (fishing with hand line and trolling line) instead of 1,388,000 Ar (fishing with small-mesh net) and 1,505,750 Ar (fishing with single line)	2,400,000 Ar per week through harvesting	5,405,700 Ar (fishing with Arato fandriky net) instead of 11,702,950 Ar (Kaokobe seine net, the most destructive technique) => lobbying of operators to avoid a ban on this fishing gear
	SUPPORT MEASURES: MICROFINANCE		
	<ul style="list-style-type: none"> Opening of special motorised dugout 	<ul style="list-style-type: none"> Opening of CECAM account 	<ul style="list-style-type: none"> Opening of special motorised dugout

	<ul style="list-style-type: none"> accounts since April 2010 with the OTIV Motivation of fishers to save in order to obtain credit to buy a larger dugout 		accounts with the OTIV
	CONSOLIDATION OF THE SUSTAINABLE FISHING SECTOR 2011-2012		
	<ul style="list-style-type: none"> KOPA cooperative 46 fishers adopting new offshore fishing techniques Provision of another 7m dugout Deep-sea and demersal fish sought by restaurants Catch: 2,500 kg per month per fisher - no problem with outlets Training: organisational management, equipment management, production management, simplified financial management 5,000 Ar/year per fisher member dugout use rights Improved incomes 	<ul style="list-style-type: none"> TARATRA Association 48 crab fishers Provision of mesh net with fish hook to catch bait and rope to make lines for crab fishing in addition to the crab nets that have already been mastered by the fishers. Catch: 10 to 15 kg no problem with outlets (slight fall with climate change) Improved incomes 	<ul style="list-style-type: none"> SAMBIRAVO cooperative 22 fishers adopting new offshore fishing techniques Provision of another 7m dugout Deep-sea and demersal fish sought by restaurants Catch: 1,200 kg per month per fisher - no problem with outlets Training: organisational management, equipment management, production management, simplified financial management 1,000 Ar/day per fisher, 2-man dugout use rights Transfer to OTIV once made 50,000 Ar in cash Improved incomes
IGAs	EMBROIDERY		
	<ul style="list-style-type: none"> Group of 22 women Production: bedspreads, curtains, table cloths, table runners, bag, sheet, pillows Turnover: around 600,000 AR of which nearly 150,000 Ar of profits in March through sales at the exhibition for Antananarivo international women's day Main clients: tourists and local sales 	<ul style="list-style-type: none"> Group of 21 women Production: bedspreads, curtains, table cloths, table runners, bag, sheet, pillows Turnover: around 40,000 Ariary (266,000 Ariary of products currently being produced) Main clients: local customers 	<ul style="list-style-type: none"> Group of 29 women and 1 man Production: bedspreads, curtains, table cloths, table runners, bag, sheet, pillows Turnover: around 200,000 Ar Main clients: tourists and local sales
	ECOTOURISM	GASY CHICKEN REARING	ECOTOURISM
	<ul style="list-style-type: none"> Group of 25 guides trained as trackers and guides Guides centre Land-based tour up and running 	<ul style="list-style-type: none"> Group of 26 Gasy chicken rearers Construction and improvement of hen houses Provision of healthy progenitors Provision of a mechanical grinder to produce 	<ul style="list-style-type: none"> <u>In synergy with other actors</u> Mangrove tour in partnership with PALMA NOVA Hotel and ADAPS (association) and FINISTERE (donor)

	<ul style="list-style-type: none"> • Promotion of a marine tour to be launched with the Nasy-Be DRT in the context of the 2012 LOA • Provision of 8 sets of snorkelling equipment: flippers, mask, tube, diving suit • Cost of tour 3,000 Ar/pers 	<p>fodder.</p> <ul style="list-style-type: none"> • Initial number of beneficiaries 270 (of which 145 of property and 125 of project equipment) • Total number of chickens at Ankitsika 6 months later: 1,111 animals • Sale and consumption (Income generated to date): 1,666,000 Ar 	<ul style="list-style-type: none"> • TSIKIVY women's association for restoration • Canoe guide from CLB in cooperation with PALMA NOVA guide • Cost of tour 1,000 Ar/pers • Catering 12,000 Ar / per • 150 visitors since 2011
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SOUTH ZONE: Mikea Protected Area Support Zone
Forest reference site

	Amboboaka	Ranobe
THEME	DESCRIPTION	
CLB (Local Grassroots Communities)	MAHAVITA TSARA VOI	EZAKA VOI
MANAGEMENT TRANSFER (TdG)	<ul style="list-style-type: none"> • Initial 3-year contract in 2001 • Evaluated in 2008 with proposed renewal • Management contract being finalised for 10-year renewal with DREF AAND • DINA for the VOI (community-based management structure) currently being approved by the Court with the support of DREF AAND • PAGV established with BIODÉV and Toky Famp. • Renewal of board • Establishment of KMD 	<ul style="list-style-type: none"> • Initial 3-year contract in 2001 • Evaluated in 2008 with proposed renewal • Management contract being finalised for 10-year renewal with DREF AAND • DINA for the VOI (community-based management structure) currently being approved by the Court with the support of DREF AAND • PAGV established with BIODÉV and Toky Famp. • Renewal of board • Establishment of KMD
	<p>Relevant capacity building with SAGE then Toky Fampandrosoana:</p> <ul style="list-style-type: none"> • Community organising • The texts and Dina (resource access charter) governing natural resource management • Conflict and dispute management • The roles of the KMD and Monitoring and Surveillance Committee • Community monitoring 	<p>Relevant capacity building with SAGE then Toky Fampandrosoana:</p> <ul style="list-style-type: none"> • Community organising • The texts and Dina (resource access charter) governing natural resource management • Conflict and dispute management • The roles of the KMD and Monitoring and Surveillance Committee • Community monitoring

ECOSYSTEM AND STATE	<u>Initial</u> <ul style="list-style-type: none"> • 1,379.1 ha of forests rich in endemic species • Geyser source feeding 2 communes for agriculture • Lake and marsh providing plant material • Forest degradation 13 ha/year due to illegal logging, fires • Site close to Mikea PA 	<u>Initial</u> <ul style="list-style-type: none"> • 7,846.5 ha of forests rich in endemic species • Lake and marsh providing plant material and fish • Forest degradation 13.5 ha/year due to illegal logging, fires • Game hunting • Possible ilmenite deposit • Site relatively far from Mikea PA
	<u>Current</u> <ul style="list-style-type: none"> • Forest conservation even though there was an accidental fire over a relatively small area • Proposal to extend the forest area under management in the TdG contract renewal. • Slight fall in flow and measures taken regarding access to and use of the geyser source by the VDI 	<u>Current</u> <ul style="list-style-type: none"> • Decline in the forest managed by VDI because of illegal logging, charcoal manufacture, the entry of the Toliara Sands Project and the creation of the Protected Area promoted by WWF • Illegal game hunting continues on the part of outsiders • Conservation of the lake and marsh with their resources
SUSTAINABLE SECTOR	START-UP OF THE SECTOR 2008-2009	
	Resources targeted <ul style="list-style-type: none"> • Wood • Plant resources from the lake • Monka (abandoned land after clearing) • 	Resources targeted <ul style="list-style-type: none"> • Wood • Plant resources from the lake • Monka (abandoned land after clearing) •
	Management actions <ul style="list-style-type: none"> • Development of timber resources on the basis of a resource management and development plan and a use plan with harvesting quotas • Development of non-timber resources: processing and organisation of sale of raw material • Development of monka with agroforestry • Development of the land and water resources: market gardening • Readjustment of management plan after analysis of environmental and community monitoring results 	Management actions <ul style="list-style-type: none"> • Development of timber resources on the basis of a resource management and development plan and a use plan with harvesting quotas • Development of non-timber resources: processing and organisation of sale of raw material • Development of monka with agroforestry • Development of the land and water resources: market gardening • Readjustment of management plan after analysis of environmental and community monitoring results
Carpentry	Storage warehouse	Storage warehouse

	Woodworking materials	Woodworking materials
	<ul style="list-style-type: none"> • Forest saw • Two-man saw • Woodsman's axe • Mitre square • Metal plane • Chisel • Hammer • Pincers • Square file • Metal and wooden bits • Guine • Hand grinder • Clamp • Sandpaper • Folding ruler • Log turner • Tape measure • Paint and dye • Gloves • Helmets • Bill hook • Pulley • Cart and oxen • Galvanised chain • String • Grease - oil • Brush • Wood adhesive • Diary notebook, pen, ruler 	<ul style="list-style-type: none"> • Forest saw • Two-man saw • Woodsman's axe • Mitre square • Metal plane • Chisel • Hammer • Pincers • Square file • Metal and wooden bits • Guine • Hand grinder • Clamp • Sandpaper • Folding ruler • Log turner • Tape measure • Paint and dye • Gloves • Helmets • Bill hook • Pulley • Cart and oxen • Galvanised chain • String • Grease - oil • Brush • Wood adhesive • Notebook, pen, ruler
	• Number of men trained in carpentry: 10	• Number of men trained in carpentry: 7
	Production and marketing	Production and marketing
	• Only a few samples have been produced during the training as	• Only a few samples have been produced during the training as

	exploitation is banned across the whole territory despite the fact that the development plan has already been validated by the DRAF and the quotas and species marked on foot	exploitation is banned across the whole territory despite the fact that the development plan has already been validated by the DRAF and the quotas and species marked on foot
Basketry	Materials for basketry <ul style="list-style-type: none"> • Pencils • Pens • Notebooks • Scissors • Rulers • Buckets • Bowls • Pots • Needles • Knives • Colourings • Raffia and peny 	Materials for basketry <ul style="list-style-type: none"> • Pencils • Pens • Notebooks • Scissors • Rulers • Buckets • Bowls • Pots • Needles • Knives • Colourings • Raffia and peny
	<ul style="list-style-type: none"> • Number of women trained in basketry: 12 	<ul style="list-style-type: none"> • Number of women trained in basketry: 8
	<ul style="list-style-type: none"> • Production and marketing (Sept 20098 - January 2010) Bamboo and reed: 30 carts Artisanal products: 120 	<ul style="list-style-type: none"> • Production and marketing (Sept 2008 - Jan 2010) Bamboo and reed: 70 carts Artisanal products: 30
Agroforestry	Equipment for agroforestry <ul style="list-style-type: none"> • Watering can • Rake • Machete • Pruning saw • Axe • Decametre • Spade • Hoe • Bucket • Wheelbarrow • Plants of different species for the nursery 	Equipment for agroforestry <ul style="list-style-type: none"> • Watering can • Rake • Machete • Pruning saw • Axe • Decametre • Spade • Hoe • Bucket • Wheelbarrow • Plants of different species for the nursery
	<ul style="list-style-type: none"> • Number of people trained in agroforestry: 15 	<ul style="list-style-type: none"> • Number of people trained in agroforestry: 15

	Production and marketing 2009 <ul style="list-style-type: none"> 13 ha agroforestry plot starting from 0 (individual) 13 ha agroforestry plot starting from 0 (community) Nursery 	Production and marketing 2009 <ul style="list-style-type: none"> 14 ha agroforestry plot starting from 0 2 ha agroforestry plot starting from 0 (community) Nursery
Market gardening	<ul style="list-style-type: none"> Number of women trained in market gardening and cookery 	Number of women trained in market gardening
	Production and marketing <ul style="list-style-type: none"> Edible leaves and vegetables for cooking in each household Sale and now barter in neighbouring villages and at Ankililoaka market 	Production and marketing <ul style="list-style-type: none"> Edible leaves and vegetables for cooking in each household
	IMPROVEMENT IN ANNUAL INCOME	
	<ul style="list-style-type: none"> Men:? Women artisans: no problem marketing products Construction of a sales outlet in Ankililoaka with CLB's own resources 	
	SUPPORT MEASURES: MICROFINANCE	
	<ul style="list-style-type: none"> Negotiations with Volamahasoaka came to nothing Currently negotiating with CECAM 	<ul style="list-style-type: none"> Negotiations with Volamahasoaka came to nothing Currently negotiating with CECAM
	CONSOLIDATION OF THE SUSTAINABLE SECTOR 2010 - 2011-2012	ABANDONMENT OF THE SECTOR 2010 - 2011 - 2012
	<u>Carpentry</u> <ul style="list-style-type: none"> Retraining Production with wood already felled under the DREF's control Domestic production <u>Basketry</u> <ul style="list-style-type: none"> Refresher course then training in new designs Production for Ankililoaka market Peer education <u>Agroforestry</u> <ul style="list-style-type: none"> Abandoned <u>Marketing</u> <ul style="list-style-type: none"> Premises 	<u>Carpentry</u> <ul style="list-style-type: none"> Because of the illegal felling that has not been controlled by the VDI Because of the ministerial decree banning all felling for whatever purpose <u>Basketry</u> <ul style="list-style-type: none"> Because of a lack of motivation among the women when they could not get the plant material they wanted for the baskets Because the MEF banned the introduction of new species for this purpose <u>Agroforestry</u> <ul style="list-style-type: none"> Because of a lack of proper organisation for watering the plants Because of the insufficient rain and long dry period <u>Market gardening</u> <ul style="list-style-type: none"> Because of the same problems as agroforestry
	EXPORTABLE CITES AND NON-CITES SECTOR	

IGAs	<ul style="list-style-type: none"> • Sector study to identify plant and wildlife species • Management plan and harvesting quota • Sustainable species marketing plan • Learning of hunting and harvesting techniques • Networking with collectors • VDI vision as collector • Exchange trip within Madagascar 	<ul style="list-style-type: none"> • Sector study to identify plant and wildlife species • Management plan and harvesting quota • Sustainable species marketing plan • Learning of hunting and harvesting techniques • Networking with collectors • VDI vision as collector • Exchange trip within Madagascar
	IGAs WITH PARTNERS	
	With PDSR - CECAM <ul style="list-style-type: none"> • Cowpea production • Provision of agricultural equipment: motorised pump - sprayer - plough - etc... With CSA <ul style="list-style-type: none"> • Training in management of community organisations 	With CSA <ul style="list-style-type: none"> • Training in management of community organisations
	CHANGES	
	<ul style="list-style-type: none"> • Children better fed, better dressed, attending school • Women training other women in Ranobe and other villages 	<ul style="list-style-type: none"> • Raised awareness regarding the economic losses caused by abandoning the sectors

SOUTH ZONE: Nosy-Ve/Androka Protected Area Support Zone
Reference site: Manombo- Sud

	Ambohimandroso village (mangrove)	Fitsitike village (reefs)	Andrevo-Bas village (reefs)
THEME	DESCRIPTION		
CLB (Local Grassroots Communities)	MIKAMBA VOI (50) Resource manager	FIHARATSE VOI (135) MAHASOA fishers' association (33)	FIKASOA VOI (?) MPANJOND MIRAY ANDREVO fishers' association (22)
MANAGEMENT TRANSFER (TdG)	<ul style="list-style-type: none"> • Initial 3-year contract in 2001 • Evaluated in 2009 with proposed renewal • Management contract signed and formalised for 10-year renewal with DREF AAND in 2011 • DINA approved for the VOI and FIMIARA DINA 	<ul style="list-style-type: none"> • Initial 3-year contract in 2000 • Evaluated in 2008 with proposed renewal • Renewal postponed because of internal problems - the commune has issued a number of reservations 	<ul style="list-style-type: none"> • Initial 3-year contract in 2000 • Evaluated in 2009 with proposed renewal • Management transfer contract signed and formalised with the DREF in 2011 • DINA approved for the VOI and FIMIARA DINA

	<ul style="list-style-type: none"> PAGV established with the DREF Renewal of board Establishment of KMD 		<ul style="list-style-type: none"> PAGV established with the DREF Renewal of board Establishment of KMD
	<p>Related capacity building:</p> <ul style="list-style-type: none"> Community organising The texts and Dina (resource access charter) governing natural resource management Conflict and dispute management Community monitoring 	<p>Related capacity building:</p> <ul style="list-style-type: none"> Change of board Continuation of community monitoring 	<p>Related capacity building:</p> <ul style="list-style-type: none"> Community organising The texts and Dina (resource access charter) governing natural resource management Conflict and dispute management Community monitoring
ECOSYSTEM AND STATE	<p>Initial</p> <ul style="list-style-type: none"> 18 ha of mangrove forests, of which 2 ha silted up Silting up of the Manombo river estuary Highly degraded reef zone caused by on-foot fishing and the river bed load 	<p>Initial</p> <ul style="list-style-type: none"> 3,000 ha mangroves plus coral reefs Degradation of mangroves due to silting up from the land, felling of the mangroves and harpoon fishing Continuing degradation of reef flats due to increased fishing Reef fish becoming rarer and smaller in size, fall in catch 	<p>Initial</p> <ul style="list-style-type: none"> 40 ha mangroves plus coral reefs Degradation of mangroves due to silting up from the land, felling of the mangroves and harpoon fishing Continuing degradation of reef flats due to increased fishing Reef fish becoming rarer and smaller in size, fall in catch
	<p>For the mangroves</p> <ul style="list-style-type: none"> Increase in the transferred area to 24 ha Mangrove forest conservation at Ambatosambo <p>For the reefs</p> <ul style="list-style-type: none"> Significant sedimentation due to the bed load of the Manombo River, a fall in catch noted by the fishers 	<p>For the mangroves</p> <ul style="list-style-type: none"> Increase in the area of mangroves <p>For the reefs</p> <ul style="list-style-type: none"> Sedimentation due to the bed load of the Manombo River 	<p>For the mangroves</p> <ul style="list-style-type: none"> Increase in the area of mangroves <p>For the reefs</p> <ul style="list-style-type: none"> Sedimentation due to the bed load of the Manombo River
SUSTAINABLE FISHING SECTOR	START-UP OF THE SECTOR 2008-2009		
	<p>Resources targeted</p> <ul style="list-style-type: none"> Pelagic fish Semi-demersal fish Squid 		

	<ul style="list-style-type: none"> • Crayfish 		
	<ul style="list-style-type: none"> • Number of fishers trained in new techniques on land and at sea: 47 		
	<p>Management actions</p> <ul style="list-style-type: none"> • Reduced pressure from fishing in the intensively exploited reef and mangrove zones (lagoons, aquatic plant habitats, reef flats, mangrove edges) and measures to protect crab and shrimp in order to encourage the renewal of stocks • Redirection of fishers towards offshore fishing <ul style="list-style-type: none"> ○ use of selective fishing gear: long line, pelagic long line, hand line, jig... ○ ban on small-mesh nets, beach seines, laro (poison) ○ respect for legal regulations on closed fishing seasons, rules... • Readjustment of management plan after analysis of monitoring results 		
	<p>Fishing gear</p> <ul style="list-style-type: none"> • Nylon cord • Large-mesh net • Life jacket 	<p>Fishing gear</p> <ul style="list-style-type: none"> • Long line • Pelagic long line • Hand line • Trolling line • Jig • Scales 	<p>Fishing gear</p> <ul style="list-style-type: none"> • Large pelagic long line • Long line • Hand line • Trolling line • Jig • Scales
	<p>Improved production</p> <ul style="list-style-type: none"> • average fish yield: 5.9kg/day with hand line and long line (fish) 	<p>Improved production</p> <ul style="list-style-type: none"> • average fish yield: 8.2kg/day with hand line and long line (fish) 4.1kg/day with jig (squid) 	<p>Improved production</p> <ul style="list-style-type: none"> • average fish yield: 8.5 kg/day with hand line and long line (fish) 4.7 kg/day with jig (squid)
	<p align="center">SAFETY MECHANISMS IN 2010 (in order to increase the efficiency of management actions and the profitability of the sector)</p>		
	<ul style="list-style-type: none"> • 	<p>Principle 1: Larger dugout adapted to the wider sea 8m polyester dugout with 15CV off-board motor and sail, equipped with cold room, life jacket, first aid kit</p>	<p>Principle 1: Larger dugout adapted to the wider sea 8m polyester dugout with 15CV off-board motor and sail, equipped with cold room, life jacket, first aid kit</p>
	<ul style="list-style-type: none"> • 	<p>Principle 2: Existence of a management mechanism to finance operations</p> <ul style="list-style-type: none"> • Management by the fishers' group • Production of regulations and a management 	<p>Principle 2: Existence of a management mechanism to finance operations</p> <ul style="list-style-type: none"> • Management by the fishers' group • Production of regulations and a management

		<p>system enabling, among other things, self-financing of the use and maintenance/repair of the engine after the test period</p> <ul style="list-style-type: none"> Establishment of a committee for the use and management of the motorised dugout Use of the dugout for fishing expeditions, with fuel being the responsibility of the project for 1 month of training (initially) and testing of fisheries with fishers Payment of dividends on sale Training of skippers (maintenance) and those responsible for fund management 	<p>system enabling, among other things, self-financing of the use and maintenance/repair of the engine after the test period</p> <ul style="list-style-type: none"> Establishment of a committee for the use and management of the motorised dugout Use of the dugout for fishing expeditions, with fuel being the responsibility of the project for 1 month of training (initially) and testing of fisheries with fishers Payment of dividends on sale Training of skippers (maintenance) and those responsible for fund management
	•	• Operational since December 2010 official handover by UNDP RR	• Operational since December 2010 official handover by UNDP RR
	IMPROVEMENT IN ANNUAL INCOME		
		2009: With a 4m dugout without motor but with hand line, bottom long line and pelagic long line 207,600 Ar per month on average	2009: With a 4m dugout without motor but with hand line, bottom long line and pelagic long line 207,600 Ar per month on average
	SUPPORT MEASURES: MICROFINANCE		
	•	• Savings account opened at the "Tsinjolavitra" Post Office but, because of the cost of living, the funds were withdrawn early	•
	CONSOLIDATION OF THE SUSTAINABLE FISHING SECTOR 2011-2012		
	<u>Fishing techniques</u> <ul style="list-style-type: none"> Training in safety at sea: 10 Training in long lines and hand lines: 10 <u>Professionalisation</u> <ul style="list-style-type: none"> Issuing of fishers' card 25 Marking of dugouts: 0 through lack of equipment at MPRH <u>Monitoring of production and ecosystems</u> <ul style="list-style-type: none"> Training fishers in how to keep catch records 	<u>Fishing techniques</u> <ul style="list-style-type: none"> Training in safety at sea: 10 Training in long lines and hand lines: 10 <u>Professionalisation</u> <ul style="list-style-type: none"> Issuing of fishers' card 0 Marking of dugouts: 0 through lack of equipment at MPRH <u>Monitoring of production and ecosystems</u> <ul style="list-style-type: none"> Training fishers in how to keep catch records 	<u>Fishing techniques</u> <ul style="list-style-type: none"> Training in safety at sea: 43 Training in long lines and hand lines: 43 <u>Professionalisation</u> <ul style="list-style-type: none"> Issuing of fishers' card 100 Marking of dugouts: 0 through lack of equipment at MPRH <u>Monitoring of production and ecosystems</u> <ul style="list-style-type: none"> Training fishers in how to keep catch records

	<ul style="list-style-type: none"> • Training in data collection • Observation: fall in fish production with the silting up • No crab fishing, in order to increase the population • <u>Marketing</u> • Put in contact with COPEFRITO, SICOCEAN and MUREX 	<ul style="list-style-type: none"> • Training in data collection • Observation: fall in fish production with the silting up • 2011: 15 to 20 kg per trip by motor • <u>Marketing</u> • Put in contact with COPEFRITO, SICOCEAN and MUREX • Sale price: 2,500 Ar/kg on average 	<ul style="list-style-type: none"> • Training in data collection • Observation: fall in fish production with the silting up • <u>Marketing</u> • Put in contact with COPEFRITO, SICOCEAN and MUREX
IGAs	FISH SELLERS		
	<u>5 women trained in</u> <ul style="list-style-type: none"> • Smoking • Salting/drying • Preparation of fish for export companies • Use of ice • Keeping of catch books 	<u>15 women trained in</u> <ul style="list-style-type: none"> • Smoking • Salting/drying • Preparation of fish for export companies • Use of ice • Keeping of catch books • <u>Produce sold</u> • 100-150 kg per fish seller in good weather and • 20 kg in bad weather • Sale price 4,000 Ar/kg for tuna • A profit margin of 200 Ar/kg on resale 	<u>24 women trained in</u> <ul style="list-style-type: none"> • Smoking • Salting/drying • Preparation of fish for export companies • Use of ice • Keeping of catch books
	IGAs WITH PARTNERS		
	With GEF/SGP - Tany Meva <ul style="list-style-type: none"> • Shrimps • Fish farming • Honey 	With GEF/SGP - Tany Meva <ul style="list-style-type: none"> • Grain collection for use in the manufacture of biofuel with SCC Manombo-Sud 	•
	CHANGES		
	<ul style="list-style-type: none"> • VOI children 100% enrolled in school 	<ul style="list-style-type: none"> • Purchase of school equipment no problem for the women • One fisher purchased a rosewood living room for his wife 	

SOUTH ZONE: Nosy-Ve/Androka Protected Area Support Zone
Reference site: Ifaty Mangily-Baie de Ranobe

	Ambolimailaka and Betsibaroka village (reefs)	Ifaty village (reefs)	Mangily village (reefs)
THEME	DESCRIPTION		
FISHERS' ASSOCIATION	FANOMEZANTSOA 15 members	10 members	VELOPO MAHASOA 12 members
ECOSYSTEM AND STATE	Initial <ul style="list-style-type: none"> Manombo reefs and fishing zone Continuing degradation of reef flats due to increased fishing Reef fish becoming rarer and smaller in size, fall in catch 	Initial <ul style="list-style-type: none"> Ifaty reefs Jardin des Roses Reserve Fishing zone 	Initial <ul style="list-style-type: none"> Ifaty reefs Jardin des Roses Reserve Fishing zone
	Current <ul style="list-style-type: none"> Increased fishing with the influx of migrants 	Current <ul style="list-style-type: none"> Continuing conservation of Jardin des Roses Improved catch with the presence of the reserve Gradual decline in the rate of living coral since 2009 due to divers' flippers and visitors in launches/dugouts 	Current <ul style="list-style-type: none"> Continuing conservation of Jardin des Roses Improved catch with the presence of the reserve Gradual decline in the rate of living coral since 2009 due to divers' flippers and visitors in launches/dugouts
SUSTAINABLE FISHING SECTOR	START-UP OF THE SECTOR 2008-2009		
	Resources targeted <ul style="list-style-type: none"> Pelagic fish Deep-sea fish 		
	<ul style="list-style-type: none"> Number of fishers trained in new techniques on land and at sea 47 		
	Management actions		

	<ul style="list-style-type: none"> • Reduced pressure from fishing on the reef zones exploited (lagoons, aquatic plant habitats, reef flats) • Redirection of fishers towards offshore fishing <ul style="list-style-type: none"> ○ use of selective fishing gear: long line, pelagic long line, hand line, jig... ○ ban on small-mesh nets, beach seines, laro (poison) ○ respect for legal regulations on closed fishing seasons, rules... • Readjustment of management plan after analysis of monitoring results 		
	Fishing gear <ul style="list-style-type: none"> • Long line • Pelagic long line • Hand line • Trolling line 	Fishing gear <ul style="list-style-type: none"> • Long line • Pelagic long line • Hand line 	Fishing gear <ul style="list-style-type: none"> • Long line • Pelagic long line • Hand line • Lines and hooks
	Improved production June 2010 <ul style="list-style-type: none"> • average fish yield: Ambolomailaka 5.8kg/day/fisher with hand line and long line (fish) Betsibaroka 6.1 kg/day with hand line and long line (fish) 	Improved production June 2010 <ul style="list-style-type: none"> • 	Improved production June 2010 <ul style="list-style-type: none"> • average fish yield: 10.9 kg/day with hand line and long line (fish)
	SAFETY MECHANISMS IN 2010 (in order to increase the efficiency of management actions and the profitability of the sector)		
	Principle 1: Larger dugout adapted to the wider sea 8m polyester dugout with 15CV off-board motor and sail, <ul style="list-style-type: none"> • equipped with cold room, life jacket, first aid kit 		
	Principle 2: Existence of a management mechanism to finance operations <ul style="list-style-type: none"> • Management by the fishers' group • Production of regulations and a management system enabling, among other things, self-financing of the use and maintenance/repair 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

	<ul style="list-style-type: none"> of the engine after the test period Establishment of a committee for the use and management of the motorised dugout Use of the dugout for fishing expeditions, with fuel being the responsibility of the project for 1 month of training (initially) and testing of fisheries with fishers Payment of dividends on sale Training of skippers (maintenance) and those responsible for fund management 		
	<ul style="list-style-type: none"> Operational since December 2010 	•	•
	IMPROVEMENT IN ANNUAL INCOME		
	March 2010: with improved techniques and a 4m dugout <ul style="list-style-type: none"> Annual catch 1,808 kg Turnover 2,491,000 Ar 	March 2010: with improved techniques and a 4.5m dugout <ul style="list-style-type: none"> Annual catch 1,070kg Turnover 2,081,500 Ar 	March 2010: with improved techniques and a 4.5m dugout <ul style="list-style-type: none"> Annual catch 1,070kg Turnover 2,081,500 Ar
	SUPPORT MEASURES: MICROFINANCE		
	<ul style="list-style-type: none"> Negotiations with Volamahasoia but came to nothing 	<ul style="list-style-type: none"> Negotiations with Volamahasoia but came to nothing 	<ul style="list-style-type: none"> Negotiations with Volamahasoia but came to nothing
	CONSOLIDATION OF THE SUSTAINABLE FISHING SECTOR 2011-2012		
	<u>Fishing techniques</u> <ul style="list-style-type: none"> Training in safety at sea: 34 Training on assembling fishing gear: 34 Provision of materials for the production of fishing gear (monofilament, string, hook, swivel, fastener, stainless steel cable...) <u>Professionalisation</u> <ul style="list-style-type: none"> Issuing of fishers' card 225 Marking of dugouts: 0 through lack of registration plate at MPRH <u>Monitoring of production and ecosystems</u> <ul style="list-style-type: none"> Training fishers in how to keep catch records 	<u>Fishing techniques</u> <ul style="list-style-type: none"> Training in safety at sea: 19 Training on assembling fishing gear: 19 Provision of materials for the production of fishing gear (monofilament, string, hook, swivel, fastener, stainless steel cable...) <u>Professionalisation</u> <ul style="list-style-type: none"> Issuing of fishers' card 80 Marking of dugouts: 0 through lack of registration plate at MPRH <u>Monitoring of production and ecosystems</u> <ul style="list-style-type: none"> Training fishers in how to keep catch records 	<u>Fishing techniques</u> <ul style="list-style-type: none"> Training in safety at sea: 16 Training on assembling fishing gear: 16 Provision of materials for the production of fishing gear (monofilament, string, hook, swivel, fastener, stainless steel cable...) <u>Professionalisation</u> <ul style="list-style-type: none"> Issuing of fishers' card 35 Marking of dugouts: 0 through lack of registration plate at MPRH <u>Monitoring of production and ecosystems</u> <ul style="list-style-type: none"> Training fishers in how to keep catch records

	<ul style="list-style-type: none"> • Training in data collection • Observation: large fish becoming rarer and need to travel further • Bad weather catch: 10 kg/day/fisher • Good weather catch: 30kg/day/fisher • <u>Marketing</u> • Put in contact with COPEFRITO, SICOCEAN and MUREX • Sale price: 2,000-2,500 Ar/kg 	<ul style="list-style-type: none"> • Training in data collection • Bad weather catch: 5-6 kg/day/fisher • Good weather catch: 10-15 kg/day/fisher • <u>Marketing</u> • Put in contact with COPEFRITO, SICOCEAN and MUREX • Sale price: 2,000 Ar/kg 	<ul style="list-style-type: none"> • Training in data collection • Bad weather catch: 3 kg/day/fisher • Good weather catch: 8 kg/day/fisher • <u>Marketing</u> • Put in contact with COPEFRITO, SICOCEAN and MUREX • Sale price: 3,000 Ar/kg
IGAs	FISH SELLERS		
	<u>11 women trained in</u> <ul style="list-style-type: none"> • Smoking • Salting/drying • Preparation of fish for export companies • Use of ice • Keeping of catch books • <u>Equipment provision</u> • Basin, stainless steel knife, bucket, sisal bags, galvanised wire netting, plastic bag... • <u>Produce sold</u> • 150 kg – 200k g per fish seller in good weather • 60-70 kg in bad weather • Sale price 2,500 Ar/kg to 3,500 Ar/kg • A profit margin of 500 - 1,000 Ar/kg on resale depending on the species 	<u>13 women trained in</u> <ul style="list-style-type: none"> • Smoking • Salting/drying • Preparation of fish for export companies • Use of ice • Keeping of catch books • <u>Equipment provision</u> • Basin, stainless steel knife, bucket, sisal bags, galvanised wire netting, plastic bag... • <u>Produce sold</u> • 	<u>6 women trained in</u> <ul style="list-style-type: none"> • Smoking • Salting/drying • Preparation of fish for export companies • Use of ice • Keeping of catch books • <u>Equipment provision</u> • Basin, stainless steel knife, bucket, sisal bags, galvanised wire netting, plastic bag... • <u>Produce sold</u> • 30 kg – 40k g per fish seller in good weather and • 10-20 kg in bad weather • Sale price 3,000 Ar/kg • A profit margin of 500 Ar/kg on resale

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Annex 9 – Evaluation Consultant Agreement Form

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

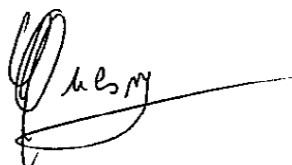
Name of Consultant: Gaétan Quesne

Name of Consultancy Organization: Groupe-conseil Baastel sprl

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

Signed at Montréal on 07 December 2012

Signature:

A handwritten signature in black ink, appearing to read 'Gaétan Quesne', with a long horizontal stroke extending to the right.