



Empowered lives.  
Resilient nations.

## United Nations Development Programme PROJECT DOCUMENT

<b>Project Title:</b> Strengthening national capacities to meet global environmental obligations with the framework of sustainable development priorities		
<b>Country:</b> Madagascar	<b>Implementing Partner:</b> Ministry of Environment, Ecology, and Forests (MEEF)	<b>Management Arrangements:</b> National Implementation Modality (NIM)
<b>UNDAF/Country Programme Outcome:</b> 1) Vulnerable populations in the intervention areas have access to income and employment opportunities, are able to improve their resilience, and contribute to inclusive and equitable access to sustainable development; 2) Public institutions, civil society and the media, at the central and decentralized level, effectively perform their roles and are accountable for a peaceful governance that protects human rights; 3) The populations in the intervention zones, particularly the vulnerable groups, have access and use basic and quality social services.		
<b>UNDP Strategic Plan Output:</b> 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded		
<b>UNDP Social and Environmental Screening Category:</b> Low Risk		<b>UNDP Gender Marker:</b> 2
<b>Atlas Project ID/Award ID number:</b> 00104056		<b>Atlas Output ID/Project ID number:</b> 00105788
<b>UNDP-GEF PIMS ID number:</b> 5582		<b>GEF ID number:</b> 9300
<b>Planned start date:</b> October 2017		<b>Planned end date:</b> October 2022
<b>Local Project Appraisal Committee (LPAC) date:</b> 23 June 2017		

*[Handwritten signatures and initials]*

**Brief project description:** The goal of this project is to help Madagascar meet and sustain obligations under the three Rio Conventions. As a contribution to meeting this goal, the immediate objective of this project is to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. This will be accomplished by five components which will build systemic, institutional, and individual capacities within Madagascar. Among the key activities of the project are the early implementation of an environmental management information system, and the strengthening of institutional structures and mechanisms for mainstreaming and enforcing Rio Conventions compliance. The project's strategy emphasizes a long-term approach to institutionalizing capacities to meet MEA obligations through a set of learn-by-doing activities that lay the foundation for effective decision-making regarding global environmental benefits. Active participation of stakeholder representatives in the full project life cycle facilitates the strategic adaptation of project activities in keeping with project objectives. Moreover, the inclusion of non-state stakeholders contributes to the adaptive collaborative management of project implementation and promotes long-term sustainability of project outcomes.

#### FINANCING PLAN

GEF Trust Fund or LDCF or SCCF or other vertical fund	US\$ 1,950,000
UNDP TRAC resources	US\$ 200,000
Cash co-financing to be administered by UNDP	US\$ 0
<b>(1) Total Budget administered by UNDP</b>	<b>US\$ 2,150,000</b>
<b>CO-FINANCING</b>	
Government	US\$ 400,000
GIZ	US\$ eq. 9,200,000 (EUR 8,690,000)
<b>(2) Total co-financing</b>	<b>US\$ 9,600,000</b>
<b>(3) Grand-Total Project Financing (1)+(2)</b>	<b>US\$ 11,750,000</b>

Agreed by (Government):

MINISTRE DE L'ECONOMIE  
SECRETAIRAT GENERAL  
RANJOLANARISON Jean Gabriel  
Le Secrétaire Général

08 NOV 2017

Agreed by (Implementing partner):

MINISTRE DE L'ENVIRONNEMENT  
RANJOLANARISON Jean Gabriel  
Le Secrétaire Général  
RANJOLANARISON Liva Marielaine  
Le Secrétaire Général

21 NOV 2017

Agreed by (UNDP):

SECRÉTARIAT DES NATIONS UNIES POUR LE DÉVELOPPEMENT  
Marie DIMOND  
Présentant résident adjoint (P)

27/11/17



## TABLE OF CONTENTS

Table of Contents.....	3
A. Development Challenge.....	6
A.1 Global Environmental Challenges .....	6
A.2 Capacity Barriers .....	7
A.3 Consistency with National Priorities .....	7
A.4 Baseline Scenario and Associated Baseline Projects.....	8
B. Strategy.....	12
B.1 Alternative Scenarios .....	12
B.2 Selected Scenario .....	12
B.3 Theory of Change.....	12
B.4 Knowledge Management .....	13
B.5 Innovativeness .....	14
B.6 Potential for Replication.....	14
B.7 Sustainability and Scaling Up .....	14
C. Results and Partnerships.....	15
C.1 Expected Results .....	15
C.2 Global Environmental Benefits .....	23
D. Project Partnerships.....	25
D.1 Stakeholder Engagement .....	25
D.2 Linkages with other Initiatives .....	27
D.3 Mainstreaming Gender .....	30
D.4 South-South and Triangular Cooperation .....	31
E. Feasibility.....	32
E.1 Risk Management.....	32
E.2 Social and Environmental Safeguards .....	33
F. Project Results Framework.....	35
G. Monitoring and Evaluation Plan.....	45
H. Implementation and Management Arrangements .....	50
I. Financial Planning and Management .....	54
I.1 Co-financing .....	54
I.2 Incremental Cost Reasoning .....	55
I.3 Cost Effectiveness .....	55
I.4 Project Outcome/Output Budget.....	56
I.5 Total Input Budget and Work Plan .....	57
J. Legal Context.....	62
K. Annexes.....	63
Annex 1: Evaluation Plan.....	64
Annex 2: Provisional Multi-year Work Plan .....	65
Annex 3: Capacity Development Scorecard.....	66
Annex 4: UNDP Social and Environmental Screening Procedures (SESP).....	76
Annex 5: UNDP Project Quality Assurance Report.....	84
Annex 6: Terms of References .....	93
Annex 7: Standard letter of agreement between UNDP and Government.....	99

Annex 8: Capacity assessment results: implementing partner and HACT micro assessment	103
Annex 9: References .....	104
Annex 10: Unofficial translation of co-financing Letters .....	105

h 3 H  
d



## Acronyms and Abbreviations

APR	Annual Progress Report
CBD	United Nations Convention on Biological Diversity
CCCD	Cross-Cutting Capacity Development
CCD	United Nations Convention to Combat Desertification and Drought
CSO	Civil Society Organization
EMIS	Environmental Management Information System
FCCC	United Nations Framework Convention on Climate Change
GEF	Global Environment Facility
GIZ	German Society for International Cooperation
HACT	Harmonized Approach to Cash Transfers
MDG	Millennium Development Goal
MEA	Multilateral Environmental Agreement
MEEF	Ministry of Environment, Ecology, and Forests
M&E	Monitoring and Evaluation
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organization
NPD	National Project Director
PMU	Project Management Unit
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP/CO	UNDP Country Office
WAVES	Wealth Accounting and Valuation of Ecosystem Services Global Partnership
UNDP/CO	UNDP Country Office

## A. DEVELOPMENT CHALLENGE

### A.1 Global Environmental Challenges<sup>1</sup>

1. The Republic of Madagascar is an island country located off the east coast of Africa. The population is estimated around 23 million, of which around 67 % live in rural areas. Madagascar ranks 155 out of 187 in the Human Development Index, with a score of 0.498 in 2013 (UNDP, 2014).

2. Madagascar enjoys significant mineral resources such as cobalt, gold, ilmenite, nickel, petroleum, and uranium. Madagascar also has significant biodiversity including coral reefs and mangroves, wetlands, forests, drylands and savannahs, freshwater lakes, and rivers. Around 80% of the identified vegetation is endemic. A high degree of endemism is also found in birds, fish, mammals, reptiles, amphibians, and lemurs. Madagascar is one the seventeen "megadiverse" countries, containing up to three quarters of the world's estimated species. Madagascar and its neighboring island groups are also one of Conservation International's conservation hotspots. Madagascar has 8 plant families, 5 primate families, and 4 bird families found nowhere else in the world (UNICEF, 2015).

3. Madagascar's rich diversity is threatened by anthropogenic activities, mainly deforestation. While the original forest cover remains between 50% and 80%, primary forest cover is estimated at only 12% (MEEF, 2014). Low agricultural productivity and significant population growth have combined to accelerate agricultural expansion, largely through the conversion of forests to slash-and-burn systems. The establishment of large areas of cash crops for export have also exacerbated land degradation. Land degradation is also driven by deforestation from the illegal logging and trade of rosewood exported to China, the volume of which has increased significantly since 2009. Land degradation presents serious ecological challenges in Madagascar as it threatens the country's rich biodiversity and its population.

4. Madagascar ranks 5th amid the countries most vulnerable to climate change (World Bank, 2013). Changes in rainfall patterns are expected to have a negative impact on the country's unique tropical forests and the various species that inhabit them. The country is also threatened by rising sea levels and climatic events that are now becoming more violent and frequent (World Bank, 2013). Despite the severity of the impacts of climate change in Madagascar, the country has contributed little to the causes of the problem. Total and per capita emissions of greenhouse gases are very low, at 2,250 metric tons and 121 kg per person respectively (2007 data) (Andrianjaka, 2010). Ocean acidification and warming are already having profound impacts on Madagascar's unique coral reef ecosystems, and shifting ocean currents threaten fish populations and the migration routes of a number of species such as turtles and whales. Climate change will also negatively impact the country's socio-economic development, particularly in areas such as tourism, agriculture, and fisheries.

#### Root Causes

5. Biodiversity loss and land degradation primarily stem from anthropogenic sources, mainly deforestation, overexploitation of forests, and hunting. Deforestation is mainly due to an increase in population and their demand to expand their small farms and charcoal production. Mining has also contributed to the loss of biodiversity, as the sector is now being further developed through the care of multinationals and large enterprises. Small-scale artisanal mining also plays a role. In addition to the impacts of extractive activity, the environment is also affected by human settlements associated with mining (CBD, 2013). Poverty, which is widespread, is also a major cause of environmental damage. Over 70% of the Malagasy population lives under the poverty line, including 52% under the extreme poverty line.

---

<sup>11.1</sup> Whereas the global environmental challenges refer to the environmental issues such as climate change, habitation degradation, loss of loss of endemic species, and land degradation (as defined by the three Rio Conventions), capacity barriers refer to underlying causes of the afore-mentioned global environment degradation, such as a lack of awareness of the socio-economic value of the environmental conservation.

h 3 4  
D



## A.2 Capacity Barriers<sup>2</sup>

6. The barriers to achieving global environmental objectives are in large part a reflection of the challenges Madagascar faces in pursuing environmentally sound and sustainable development. During the last few years, certain gains have been achieved. However, significant momentum was lost and even some backsliding occurred due to the political crisis of 2009 - 2013.

7. Madagascar completed its National Capacity Self-Assessment (NCSA) in 2014. The NCSA identified three types of obstacles that explain the difficulties faced by the country in meeting its obligations under the Rio, namely systemic, institutional and individual barriers.

8. Systemic barriers and constraints include:

- An outdated policy and legal framework, which has not been revised to take account of changing needs in the country
- Inadequate integration of environmental concerns into the sectoral policies of other institutions concerned with sustainable environmental management
- Competitive institutional relations both central and regional level and limited collaborative or consultative decision-making
- Degraded and limited infrastructure

9. Institutional barriers and constraints include:

- Limited internal resources available to institutions to ensure national ownership of the decision-making process with regard to the environment
- Inadequate system for information and knowledge management and poor information sharing between or within sectors
- Up-to-date and reliable information is insufficient

10. Individual barriers and constraints include:

- Low awareness on environmental issues particular the linkages between poverty, pollution, and people's attitudes and behavior concerning their immediate environment
- Limited number of specialists in many areas critical to sustainable environmental management
- Low technical capacity at the national level to formulate and implement large-scale, national sustainable production projects is another barrier to environmentally sound and sustainable development

11. A number of these barriers have been reaffirmed in subsequent reports, such as the 2015 NBSAP which identified the need for improved awareness, policies, and data and information management. Capacity barriers were also reaffirmed in the 2015 UNDAF as well as the 2015 UNICEF Country Programme.

## A.3 Consistency with National Priorities

12. Despite the challenges facing Madagascar, Madagascar has recognized the threats to its environment and has demonstrated a willingness to address them through the preparation of various programs, policies, plans and strategies, as well as the ratification of many MEAs. One of the first steps taken by the government to improve its environmental governance was to develop and implement the Environmental Charter and the National Environmental Action Plan in the 1990s.

---

<sup>2</sup> Whereas the global environmental challenges refer to the environmental issues such as climate change, habitation degradation, loss of loss of endemic species, and land degradation (as defined by the three Rio Conventions), capacity barriers refer to underlying causes of the afore-mentioned global environment degradation, such as a lack of awareness of the socio-economic value of the environmental conservation.



13. Based on its Environment Charter and the National Environmental Action Plan, Madagascar developed numerous other policies and strategies. These include: the National Action Plan to Combat Desertification and Drought, the National Land Management Policy (2005), the National Action Plan for Adaptation to Climate Change in Madagascar (2006), and the National Policy Environmental Education for Sustainable Development (2013). The 2003 Durban Vision was a crucial document that established a clear national policy on the creation of a network of protected areas as well as the objectives for its further development.

14. The Charter of the Malagasy Environment, approved by the Malagasy Council in 2013, and the National Environmental Policy (2010) are the current two main policy instruments that set out the vision and priorities for good governance and management of Madagascar's environment and natural resources. The National Poverty Reduction Strategy, and the National Strategy for the Sustainable Management of Biological Diversity were revised in 2007 to align with the Madagascar Action Plan 2007-2012 and more effectively integrate biodiversity policy. Madagascar also has several new policies such as the Climate Change Policy (2010) and the Pollution Management Policy (2010). The Constitution of Madagascar 2010 also calls for the protection of the environment. Article 141 states that authorities must provide for the preservation of the environment and improvement of the standard of living.

15. Additionally, the project responds to national priorities, policies, and strategies such as the UNDAF, the Second National Communication (2010), and the NBSAP. This project is also aligned with the National Development Plan that was called for in the 2014 NCSA, as well as the post-2015 Sustainable Development Goals. The Government of Madagascar adopted the National Development Plan for the period of 2015-2019. This plan aims to address the impact of the political and social crisis by implementing a set of institutional reforms. One expected outcome of this plan is improved, responsible management of natural resources that aligns with economic development policies.

16. As a Rio Convention mainstreaming project, the proposed strategy sets out to meet barriers identified in Madagascar's 2014 NCSA. The NCSA's Capacity Development Strategy outlines an approach by which set of capacity development actions for each of the three Rio conventions (laid out a framework of key capacity development actions that cut across the three conventions) could be undertaken. The Capacity Development Strategy is complemented by an Action Plan that outlines the set of priority focal area and cross-cutting capacity development actions to be implemented. This CCCD project is one component of the Action Plan.

#### **A.4 Baseline Scenario and Associated Baseline Projects**

17. For many years, Madagascar has recognized its particular role within the global community in managing its sovereign resources for the benefit of its citizens and the global community. Madagascar is a party to the Convention on Biological Diversity (4 March 1996), the Convention to Combat Desertification (5 June 1997) and the United Nations Framework Convention on Climate Change (2 June 1998). Madagascar is also participating in UN programs such as REDD + and the Clean Development Mechanism (CDM). Despite the country's commitment, as a result of the conflict, significant progress was halted and some backsliding did occur.

18. Also as a result of the conflict of 2009-2013, a number of international aid organizations reduced, froze, or terminated their support. The decline in bilateral and multilateral aid in recent years has limited the country's ability to make progress in development, and in particular to fulfill its obligations under different MEAs. Additionally, the effects of the political crisis have resulted in a near-collapse of environmental governance and a dramatic rise in natural resource exploitation.

19. The country's degraded and limited infrastructure combined with a weak technical and institutional capacity severely limit Madagascar's environmental governance framework and thus its potential to conserve the natural environment. Although Madagascar has a broad policy and legislative framework governing the environment, many of these policies and laws are redundant, vague, and / or contradictory. Moreover, the large number of regulatory instruments and the general incoherence of the regulatory system lead to confusion of responsibilities and mandates.





20. Institutional relations are limited at both central and regional levels. Not only is there poor communication and coordination between central and regional levels, but key ministries also need to harmonize efforts internally. Limited budgets and insufficiently trained staff, hamper the effectiveness of most environmental institutions. These inefficient institutional arrangements combined with overlapping and ill-defined mandates, as well as leadership challenges have led to much confusion and inefficiency. Furthermore, limited sharing of information and inadequate communication and collaboration with non-state stakeholders from civil society and the private sector, among others, has resulted in the isolation of many stakeholders, particularly those in rural regions.

21. Madagascar's struggles with an inadequate system for information and knowledge management and the poor information sharing between or within sectors despite the existence of various committees and environmental units. While existing mechanisms such as Environmental Units could enable dissemination of environmental information to relevant stakeholders, in practice capacity deficiencies and budget shortfalls have limited their effectiveness. At the country level, technical capacity for managing databases remains low, especially within the government, NGOs, civil societies, and local communities. There are a variety of organizations maintaining databases for the environmental sector although these databases are often incomplete, outdated, and poorly synchronized with other databases.

22. Madagascar has created some environmental monitoring and reporting systems to measure environmental degradation and the results of conservation activities, however there are also important gaps in monitoring, technical capacity, and funding. There is a need for greater overall coordination and synchronization of the various monitoring systems that exist. For example, no monitoring system has been established for the protected area network and no system of accountability in the implementation of the NAP under the CCD was created. The political crisis has posed challenges for monitoring and evaluation of programmes and activities in many organizations.

23. The relative low technical capacity at the national level to formulate and implement large-scale, national sustainable production projects is another barrier to environmentally sound and sustainable development. Although environmental training institutions exist, the number of institutions addressing the Rio Conventions specifically is still insufficient. Capacity development limited by the state of knowledge on biodiversity, climate change, and land degradation is also challenged by differing views of development held by various policymakers at the central and regional levels.

24. Finally, there are low levels of knowledge and awareness regarding Rio Conventions and environmental policy at the central and regional levels of the government. The Government of Madagascar is committed to strengthening public awareness and environmental education as well as increasing local community participation in environmental conservation. However, practical activities in educational and cultural centers have been hampered due to inadequate funding. There have been a number of awareness-raising campaigns designed to inform the public about the socioeconomic and environmental benefits associated with sound natural resource management. Overall, as a least developed country, Madagascar is poorly-equipped to manage and take advantage of its natural capital.

#### **Associated Baseline Projects**

25. There are a number of relevant projects upon which this CCCD project builds. These projects include capacity building activities such as awareness-raising workshops and dialogues and training on technical skills. For example, Madagascar's environmental NGOs and associations created an environmental platform in 2009 called Alliance Voahary Gasy which aims to strengthen the country's environmental civil society. In 2008, Madagascar initiated the UN REDD+ (Reducing Emissions from Deforestation and Forest Degradation). Madagascar is one of five developing countries that is a partner of the Wealth Accounting and Valuation of Ecosystem Services (WAVES) Global Partnership. WAVES Madagascar seeks to strengthen capacity to manage natural capital and promote sustainable development in Madagascar. "ISLANDS" is a regional programme implemented by the Commission in the Indian Ocean. It is part of capacity building in the country that encourages regional cooperation and knowledge and information exchanges.





26. Two foundations supporting Madagascar's development are the Madagascar Protected Areas and Biodiversity Foundation and the Tany Meva Foundation. The Madagascar Protected Areas and Biodiversity Foundation has provided funding since 2010 and now funds two million hectares of Protected Areas. Tany Meva Foundation has invested nearly \$1 million per year to support local communities in the implementation of community projects that contribute to achieving the objectives of the CBD, the CCD, and the FCCC.

27. One important baseline project is the GIZ Sustainable Energy Forests in Madagascar which enabled local authorities and small farmers to economically, environmentally, socially, and sustainably manage energy forests. Another key baseline initiative is the Environmental Units' Platform Programme. This programme aims to engage different sectors in dialogues regarding landscape planning. This includes the mainstreaming of environmental considerations within the different planning instruments as a result of information/technical exchanges and discussions among different development actors. Other baseline projects are presented in the table below.

Table 1: Associated Baseline Projects

<i>Project name (Lead Agency)</i>	
Contribution to Poverty Reduction, Conservation of Biological Diversity, and Addressing Climate Change through the Co-Management of the Primary Forests of the Marolambo Forest Corridor (European Union)	This project developed a sustainable system of decentralized forest co-management which contributed to the conservation of biodiversity and improved living conditions. The project also aimed to improve national, regional and international policy development and to promote the exchange of experience between decision makers, creating synergies across countries & regions.
Institutional Strengthening for Agricultural Development and Resilience (European Union)	This project aims to improve the productivity, profitability, and sustainability of agriculture, taking account of environmental concerns. Two specific goals are: to support the operationalization of public and quasi-public institutions in the sector of agriculture, and to improve access to financing for these producers.
Support for Agricultural Finance and Inclusive Sectors in Northern Madagascar (European Union)	The aim of this programme was to foster a sustainable, inclusive and effective agricultural sector in the north of Madagascar. This project will contribute to sustainable development through improved infrastructure and rural development.
Tenth and draft 11th European Development Fund and the draft National Indicative Program (European Union)	In 2015 the EU began the next phase of development in Madagascar with a 518 Million Euro allocation, which includes significant allocation for climate change, as well as gender, rural, and sustainable development.
Madagascar Network of Managed Resource Protected Areas (GEF)	This project aimed to expand the protected area system of Madagascar by developing a network of resources that is managed by local government and communities and is integrated into the regional development frameworks.
Third Environment Program Support Project (World Bank)	This project worked to a) mainstream conservation into macro-economic management and sector programs, and b) facilitate the establishment of sustainable financial mechanisms for the environment. The project ended in 2012 and revolved around the development of sustainable natural resource management practices for communities within Protected Areas Support Zones.

h ⇒ 4  
2



Project name (Lead Agency)	
	This project also supports other projects such as the GEF World Bank Support to the Madagascar Foundation for Protected Areas and Biodiversity project.
Preserving Madagascar's Natural Resources (USAID)	Activities under this project focused on addressing the trafficking of woods and reptiles, as well as training key actors to monitor, raise awareness of, and combat timber and wildlife trafficking. Training was provided on a) the development of legal frameworks to improve management and reduce illegal wildlife trafficking; and b) skill development for Civil Society Organizations and investigative journalists in improved reporting on illegal practices.

28. Multilateral donor agencies currently working in Madagascar include the African Development Bank, European Union, GEF, International Fund for Agricultural Development, UNDP, and World Bank. Bilateral donor agencies, who are also very important development partners, include France, Germany (GIZ), Japan, the Netherlands, Norway, Switzerland (Helvetas Swiss Inter-cooperation), and the United States (USAID), as well as other inter-governmental organizations such as the CARE International, Conservation International, World Conservation Society, and the World Wide Fund for Nature. The European Union, as an important development partner, is actively supporting a number of important sectoral programmes and initiatives, which is guided by a roadmap for future joint programming (according to CCUE 8831/16 of May 2016).

29. The government has instituted an aid coordination mechanism based on 18 sectoral and thematic platforms linked to the National Development Plan. Actual implementation of this mechanism is variable and depends on the line ministries. This mechanism, sometimes referred to as the Donors' Roundtable, meets twice per year, or as needed, to explore complementarities and synergies among aid programmes of donor agencies in Madagascar.

## **B. STRATEGY**

### **B.1 Alternative Scenarios**

30. Madagascar's 2014 NCSA and various national reports to the Rio Conventions provided assessments of capacity challenges to address environmental objectives, and helped inform a problem tree and potential solutions. Major factors that influenced the considered strategies include: limited technical capacity, weak policies, inadequate financial resources, and inadequate systems for information and knowledge management.

31. One solution to address these capacity barriers is capacity building through focal area projects. This type of capacity building is already being undertaken by multi-lateral donors including GEF and the EU, as well as bi-lateral donors such as the French Development Agency, GIZ, Switzerland (Helvetas Swiss Inter-cooperation) and USAID, among others. Notwithstanding these important projects, programmes, and initiatives that have contributed to and continue to support social, economic, and environmental development, certain gaps in capacity remain. These gaps are largely a result of missed opportunities for synergies. Additionally, gaps result from ineffective donor coordination that results in donor crowding in one focal area with the unintentional consequence of neglecting capacity development in other areas. Given these gaps, another option for capacity development is a more holistic, cross-cutting approach. Under the selected scenario, capacity would be developed in a manner that capitalizes on synergies and requires a lower investment of resources and time, and is more cost-effective. Specifically, the selected scenario will focus attention on eliminating capacity bottlenecks that may not otherwise be adequately addressed by thematic projects. See Section B.2 below.

### **B.2 Selected Scenario**

32. The Cross-Cutting Capacity Development (CCCD) programme fills a unique role in development by encouraging countries to take a more integrated approach to planning and decision-making. This project will target significant drivers of institutional sustainability that are necessary to sustain environmental outcomes. This CCCD project creates an institutional space to remove certain key barriers to mainstreaming global environmental obligations into the national information systems, development policies, and planning frameworks. By addressing capacities needed for all three Rio Conventions, this project will capitalize on synergies. The key outputs under CCCD projects are the improved technical, institutional, and systemic capacities that enable fulfillment of the Rio Conventions and other MEAs.

33. This project is in line with the GEF-6 CCCD Strategy objective 1,2,3, and 4, which aim to "integrate global environmental needs into management information systems," "strengthen consultative and management structures and mechanisms," "integrate Multilateral Environmental Agreements' provisions within national policy, legislative, and regulatory frameworks," and to "pilot innovative economic and financial tools for Convention implementation," respectively.

### **B.3 Theory of Change**

34. This project will catalyze change by addressing the capacity barriers that limit Madagascar's ability to meet obligations under the three Rio Conventions and other MEAs. By systematically targeting the key barriers, the project will help Madagascar make incremental improvements. These short-term changes will in turn lead to long-term improvements; while the project will develop capacities, it will also lay the groundwork for improved systems and frameworks to sustain outcomes.

35. More precisely, this project will address specific cross-cutting capacity development priorities identified in the 2014 NCSA in order to catalyze more effective participation and decision making in environmentally sound and sustainable development in a way that also produces co-benefits for the global environment. Notwithstanding the important activities currently underway in Madagascar to address these important priorities, this CCCD project creates an institutional space to remove certain key barriers to mainstreaming global environmental obligations into national and regional information systems, development policies, and planning frameworks.

h 3 p  
D



36. By developing institutional, systemic, and individual capacities in the country, the government can begin to make improved decisions for the global environment. The project is also designed to help sustain these outcomes and realize long-term change. A transformative aspect of the project lies in strengthening the institutional linkages between the national and decentralized agencies and authorities responsible for MEA implementation, environmental management and sustainable development more generally.

37. Capacity development is an essential component of development effectiveness (Organisation for Economic Co-operation, 2006). The project strategy aligns with best practices for capacity development including acknowledging the complex nature of collaboration and incorporating it into the project design. Additionally, as local and global benefits are strongly interlinked, changing human behavior is a key underlying premise of this project's (as well as the GEF's) approach to achieving global environmental and local benefits. This project includes numerous stakeholders (including the government and the private sector) to mitigate the risk of crowding out and to help build ownership (Greijn, 2013). The project design also benefited from lessons learned from previous phases of the GEF and CCCD projects, and includes many good practices such as a SWOT and gap analysis, and an entire component (component 5) focused on awareness building and knowledge management (OECD, 2012; World Bank Institute Capacity Development and Results Practice, 2011; Hill, Rife, & Twining-Ward, 2014; United Nations, 2011).

38. The project strategy makes the assumption that project stakeholders will in the short-term directly benefit through improved capacities developed through the learning-by-doing trainings. The public and stakeholders will benefit in the long-term through improved outcomes including sustainable development and environmental improvements. The theory of change is also based on the assumption that learning-by-doing will translate into a greater mobilization of efforts and resources, and that building commitment will help countries overcome the internal resistance to change and adopt new and stronger modalities of engagement and collaboration (Hill, Rife, & Twining-Ward, 2014), which will in turn lead to long-term change. This attention to financial resources will also contribute to change by catalyzing Madagascar's road to self-reliance and environmental sustainability, assuming that the capacities developed will be institutionalized, thereby resulting in an incrementally reduced dependency on external funding.

39. The project approach is the best one at this point in time as it meets the primary objective of CCCD projects; it responds directly to the programme strategy. Moreover, this project approach will build on the government's strong commitment to sustainable development. Finally, the strategy gathers support from the fact that currently other development partners are supporting similar development work in Madagascar.

#### **B.4 Knowledge Management**

40. The project's approach to knowledge management is consistent with the International Resource Panel Report on Policy Coherence of the Sustainable Development Goals which emphasizes the need for developing widespread awareness and creating and disseminating decision support tools.

41. The system that the project will strengthen is the ideal platform to share lessons learned and experiences with the main stakeholders of environmental information and knowledge. This project also contains specific activities to increase the use and sharing of knowledge, and to strengthen critical thinking in understanding the implications of the global environment towards the pursuit of sustainable development. Under component five, the project will institutionalize and implement a comprehensive training and public awareness programme on better understanding and applying good practices for delivering and sustaining global environmental outcomes.

42. This project is part of a portfolio of capacity building interventions in the country that encourages regional cooperation and knowledge and information exchanges. Partnerships and collaboration will catalyze the transfer of knowledge and competencies among actors and stakeholders. Lessons learned from other projects will be included, as appropriate (for example, in the training programmes and the Environmental Management Information System of component three). Additionally, this project will utilize co-financing from the GIZ Programme to Support Environmental Management (PAGE) to pursue awareness-raising. The GIZ project has several related and complementary activities to promote knowledge, which will be done in

Handwritten signature and initials.



tandem with this CCCD project. See Section D.2 (Linkages with other Initiatives) for more information about the GIZ project.

### **B.5 Innovativeness**

43. CCCD projects are designed to create synergies and avoid silo approaches. The innovativeness of this project stems from its strategy of engaging stakeholders from the local level to the top decision-making level to build and sustain the country's underlying capacities to meet Rio Conventions obligations. It is through this broad stakeholder participation and active engagement, that CCCD projects are innovative and transformative. While the project's outputs may not necessarily be innovative when compared to the portfolio of GEF-funded projects in other countries, these will be innovative for Madagascar.

### **B.6 Potential for Replication**

44. As a medium-size project, this project has certain limitations, specifically in being able to reconcile and undertake all the necessary institutional reforms identified during project implementation. Instead, this project serves as catalyst of a more long-term approach for improved decision-making for the benefit of the global environment.

45. The project's outcomes will contribute towards larger national initiatives in support of the Rio Conventions. Successful models will be identified and lessons learned and best practices will be captured and disseminated to promote scaling-up/replication. The project's trainings and learning-by-doing exercises complemented by early implementation of the EMIS, will serve as the basis for testing the robustness of long-term initiatives. By strengthening the institutional and technical capacities, the replicability and extension of the project strategy through future pilot projects will be greatly enhanced and the learning curve greatly reduced.

46. The replication and extension of project activities is further strengthened by the large number of stakeholders that the project envisages engaging. This includes working with NGOs and civil society associations that have a strong presence and extensive reach in local communities and/or are actively supporting related capacity development work. Replication will also be supported by raising awareness of the project throughout Madagascar. The resource mobilization strategy will also be a key feature of the project's replicability, since activities under the project and future activities outside of this project will need continued financing. Given that the barriers addressed by the project are largely shared by the surrounding regions and the approaches used are transferable, the project's outcomes are replicable. The project will support reducing the learning curve by undertaking an assessment of lessons learned and best practices, not only from the pilot and demonstration activities, but from the project overall.

### **B.7 Sustainability and Scaling Up**

47. The overall sustainability of CCCD projects rests on their emphasis on adaptive collaborative management, which places a high value on stakeholder engagement. This project is strategically designed to meet the Rio Convention priorities through cross-cutting capacity activities that puts stakeholders at all levels in charge of prioritizing and achieving stated goals through ownership and implementation. It is a bottom-up and top-down approach that works to achieve traction with as many groups as possible, i.e., governments, private sector, NGOs, civil society, and academia.

48. Another critical feature of the project's sustainability is its cost-effective strategy. By seeking to use existing environmental and natural resource management legislation, financial mechanism, and information systems to implement Rio Convention obligations targeting current weaknesses, this project builds upon an existing baseline of legislation, technical, and institutional capacities. Sustainability of the project will also be ensured by resulting technical and institutional reforms, which will be project-based and legitimized through Memoranda of Agreement, as well as the formulation and implementation of sector and regional planning frameworks. Scaling up and intensification of the project results is ensured through capitalization of the results under pilots and wide dispersion of best practices during the dialogues and exchanges visits.



## C. RESULTS AND PARTNERSHIPS

### C.1 Expected Results

#### C.1a Project Goal and Objective

49. This project is situated within a larger landscape of interventions directed to improving Madagascar's capacities for improved environmental management and governance. However, most of the current interventions are thematic in nature, focusing on topics like climate change, wildlife conservation, and land degradation. There are a number of other projects that are more focused on socio-economic development priorities with a view to meeting the post-2015 Sustainable Development Goals and maximizing the country's ability to reach poverty alleviation targets.

50. This project is a GEF cross-cutting project in that it targets capacity development needs that cut across the three Rio Conventions. More specifically, this project seeks to strengthen a targeted set of foundational systemic, institutional, and individual capacities that will help Madagascar achieve environmental sustainability. Thus, the goal of this project is to help Madagascar to meet and sustain obligations under the three Rio Conventions. As a contribution to meeting this goal, the immediate objective of this project is *to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities.*

#### C.1.b Expected Outcomes and Components

51. The project will be implemented through **five** strategically linked components, each of which comprises a set of outputs with their respective activities. At the end of the project, each of the five components will result in an expected outcome, namely:

- A transformative yet realistic national strategy or plan for Madagascar to pursue environmentally sound and sustainable development will have been formulated through a highly consultative process
- The mobilization of financial resources necessary to carry out and sustain action to meet the joint obligations and priorities of the Rio Conventions and sustainable development will be significantly enhanced
- An Environmental Management Information System will have been established to improve monitoring and assessment of global environmental impacts
- Targeted institutional structures and mechanisms will have been strengthened to effectively integrate Rio Convention compliance into sectoral and regional development frameworks
- Targeted training and awareness-raising will have resulted in improved understanding of the good practices for delivering and sustaining global environmental outcomes within the framework of sustainable development

#### C.1.c Project Outputs and Activities

52. Project activities will be carried out strategically so that they are both cost-effective and capture synergies. Project activities are a mix of efforts to strengthen targeted systemic, institutional, and individual capacities, and will be largely undertaken through learning-by-doing workshops. Representatives from numerous government agencies and departments will be invited to participate in all relevant project activities, paying close attention to ensure adequate gender representation and recognition of traditional and indigenous communities. Assessments will benefit from independent peer reviews, to control for quality products, as well as validation workshops to further validate their legitimacy and relevance. The Project Results Framework in Section F provides further details on the activities and target indicators.

#### **Component 1: A national sustainable development strategy/plan fully integrates Rio Convention obligations**

53. This component will begin with an updated policy and legislative analysis of environmental governance in order to structure activities to develop a national sustainable development strategy that includes provisions to meet Rio Convention obligations. This will be further reinforced by updating selected sectoral



policies, and developing a roadmap for mainstreaming Rio Conventions into sectoral development plans. The roadmap will be tested by piloting the mainstreaming into selected plans.

## **Project Outputs:**

### 1.1 Comprehensive policy and legislative analysis of environmental governance

54. This will involve undertaking an updated assessment of the current set of national policies and legal instruments to determine the extent to which they are effectively implemented. This will include an assessment of the linkages, gaps, and inconsistencies between policies, laws, and strategies with the three Rio Conventions and other relevant multilateral environmental agreements (MEAs). This exercise should build on recently completed and similar analyses, paying particular attention to reconciling the extent to which different policies and legal instruments counteract each other, as well as identify strengths, weaknesses, opportunities, threats, and gaps in compliance.

55. This assessment would be prepared by a team of three national consultants that specialize in each of the three Rio Conventions, and are versed in public administration issues in Madagascar. Together, they will prepare a synthesized report that includes strategic recommendations for the on-going exercise of implementing the National Development Plan in a way that also meets Rio Convention objectives and the post-2015 Sustainable Development Goals.

56. Activities to deliver this output will include focus group meetings, individual stakeholder consultations, workshops to review the draft assessment, independent peer review of the penultimate draft, and a validation workshop.

### 1.2 Updated key legislative texts

57. Recommendations from the assessment of 1.1 will inform the targeted formulation of by-laws and guidance for improved understanding of existing legislation in order to catalyze improved compliance. Particular attention will be given to legislative texts that have a direct bearing on the integration of Rio Convention obligations into sectoral policies and plans. This output will set the stage for the follow-up work to be undertaken in subsequent project outputs.

### 1.3 Integrated Rio Convention obligations into regional and sectoral development plans

58. Activities under this output will be linked to those under output 3.6, which focuses on identifying best practices for using the EMIS to improve the preparation of environmental impact and strategic environmental assessments. The activities under this output will emphasize the identification of best practices to integrate global environmental data and information into sectoral development plans. As such, the activities under this output will be closely coordinated with outputs under component 3 and 4.

59. With the identification of Rio Convention mainstreaming best practices, learning-by-doing workshops will be carried out for on-the-job training of government staffs in various ministries and agencies to understand the obligations of the three Rio Conventions and to learn how to reconcile these with their sectoral priorities. This will include, for example, integrating best practice approaches for improved rural agricultural planning that provides demonstrable benefits for the conservation of endangered endemic species, greater resilience to the impacts of climate change, and reduced threats of expanding desertification and land degradation.

### 1.4 Roadmap to mainstream and align Rio Conventions with sector development plans

60. A National Development Plan (NDP) was formulated in late 2015 to guide Madagascar's pursuit of environmentally friendly and sustainable development. However, further work is needed to strengthen its understanding and application in ways that will catalyze its implementation in ways that also yields global environmental benefits. Activities under this project will emphasize identification of guidance material, tools, approaches, and methodologies, all of which could be used to inform the drafting of the roadmap to help place greater emphasis on strengthening the linkages between the NDP with global environmental obligations. The preparation of this roadmap will be undertaken through a series of learning-by-doing workshops and exercises to identify alternative approaches that will serve as better practice models. As other mainstreaming exercises



under the project are carried out, they too will inform the preparation of the roadmap. In this way, the preparation of the roadmap will be a dynamic report over the course of project implementation. The roadmap will be a critical element of the long-term sustainability of project outcomes as it will support training of new staff after the project ends.

**Component 2: The mobilization of financial resources is more sustainable.**

61. This component is critical to ensuring the financial and institutional sustainability of capacities developed under the project, and thus will contribute to meeting and sustaining the GEF Corporate Programme Objectives CCCD-4. Madagascar's financial resources are very constrained; as a result, it is difficult to secure financing to undertake environmental conservation activities. This component will explore best practices and innovative approaches to finance activities that produce global environmental benefits, in particular the sector development plans that integrate global environmental priorities. The monitoring and tracking of financial resources is a key institutional capacity which will help ensure the legitimacy, validity, predictability, and relevance of mobilized financial resources. Lessons learned and best practices of the financial sustainability of environmental management information systems will inform the development and testing of an improved system for Madagascar.

**Project Outputs:**

2.1 Resource mobilization strategy for financial sustainability

62. This output will begin with a review and compilation of existing resource mobilization strategies and financial plans that have been prepared in the last few years. Consultations will take place among a wide range of stakeholders, in particular, expert informants who will assess the successes and failures of these recent strategies and plans. These consultations will inform the preparation of a new resource mobilization strategy that will serve to update and complement those currently in use. Indeed, the resource mobilization strategy is intended to catalyze improved efforts to secure the financial sustainability of development interventions that produce global environmental benefits. The draft strategy would be reviewed by independent experts, revised based on their objective findings, and then validated at a stakeholder validation workshop. This would be followed by a meeting of bilateral and multilateral donors in Madagascar. A key set of stakeholders for this output will be the private sector, including the tourism sector, which will have important insights into opportunities for raising local sources of financing for conservation efforts.

2.2 Improved monitoring and tracking of mobilized financial resources

63. While preparing the resources mobilization strategy, particular attention will be given to identifying and developing policies and procedures for monitoring and tracking the use of financing for meeting global environmental obligations under the three Rio Conventions. Particular care will be taken to ensure that mobilized financial resources are not double-counted and that in-kind contributions are accurately and precisely assessed. This will include the determination of criteria and indicators for accounting and allocating the different sources of financing. There are a number of lessons learned, experiences, and best practices from other similar monitoring and tracking exercises (most of which focus on climate change) that could be considered for application in Madagascar with the support of bilateral and multilateral donors. The monitoring and tracking of financial resources will also require consultations and negotiations with private sector stakeholders, who may consider some of this information and collection procedures as propriety information. To this end, this output will include consultations to negotiate one or more memoranda of agreement with custodians of relevant financial information so that it can be included in the EMIS and used as a financial indicator of achieving Rio Convention obligations and targets.

64. An important feature of this exercise is to identify and develop procedures to link the use of the EMIS to mobilizing financing for the national implementation of the three Rio Conventions. These procedures will be followed by testing (their implementation) in output 2.3.

Handwritten signatures and initials in blue ink.



### 2.3 Test revenue stream of EMIS

65. Output 2.2 is particularly important as it allows the project to test the flow of financial resources for the Rio Conventions. The activities that make up this output will also necessarily coincide with those to develop and test the EMIS under Component 3, in particular outputs 3.4 and 3.7 that focus on the early implementation of the EMIS and to demonstrate its contribution to decision-making. The testing of the revenue stream will involve the collection of relevant financial reports, receipts, and any other documentation that will track the flow of financing. The project will select one high value sectoral plan at the sub-national level that meets the criteria of its relevance to the three Rio Conventions. This selection will be taken in conjunction with the discussions to select the sectoral development strategies and/or plans that for the mainstreaming exercises that will be undertaken in Component 4.

66. The financing allocated under this output is for organizing consultations and working group sessions with staffs from the relevant agencies and stakeholder organizations to agree on the calculus of the financial data and information for tracking specific aspects of the three Rio Conventions. This will include consulting with key informants from the private sector, academia, local government, community, civil society representatives, as well as the donor community. One product of this output is a report that identifies the sources and the flows of resources to produce specific global environmental benefit. That is, the report will identify how the uses of data and information contained in the EMIS are being used to formulate plans that when implemented yield global environmental benefits, indicated, for example, by afforestation or reforestation of degraded lands in a multiple-use landscape.

**Component 3: An Environmental Management Information System is established for improved monitoring and assessment of global environmental impacts and trends at the national level**

67. This component responds more specifically to CCCD-1 which is to integrate global environmental needs into management information systems and monitoring. Global environmental outcomes need to be measured in order to determine the success of activities to achieve sustainable development. An integrated or networked environmental management information system is offered as a cost-effective approach to creating and making accessible the data and information needed to create new knowledge that will inform environmentally friendly development actions.

68. This output will comprise a set of activities, which will include learning-by-doing exercises, on how to better understand data and information and the environmental trends that are being monitored. The expected result of these activities is that planning and decision-making will demonstrate better integration of global environmental concerns.

#### **Project Outputs:**

##### 3.1 Baseline assessment of current database and management information systems

69. In order to ensure appropriate and targeted strengthening of an integrated Environmental Management Information System, a baseline assessment of current databases and management information systems will be undertaken. This will help identify the specific gaps and weaknesses, as well as opportunities for improved access to data and information to make more informed decisions for the global environment. The content of this system will be a key part of this analysis, which will manifest itself in the types of indicators that the system will generate and monitor (output 3.2).

##### 3.2 Environmental and sustainable development indicators

70. A key set of activities will be directed to compiling and collating a set of indicators that will improve the determination of global environmental benefits delivered by development interventions. These indicators will respond to both the need to monitor and assess achievements under the three Rio Conventions as well as the Post-2015 Sustainable Development Goals.

h → p  
a



### 3.3 Standardized data collection methodologies

71. A major problem with indicators is that different agencies collect the same relevant data but some use different methodologies, some of which are outdated. Activities under this output will update the data collection methodologies, and will strengthen the degree of standardization that is needed to ensure the reliability and validity of the data and information. Another key output will be strengthening the monitoring processes within the system so that more timely use of data and information by planners and decision-makers is possible.

### 3.4 Integrated Environmental Management Information System (EMIS)

72. This output entails the setting-up the integrated environmental management information system (EMIS). The design and structuring of this system by networking existing systems will be informed by the results of other project activities, in particular the expected use of the EMIS for environmental mainstreaming, improved planning and decision-making, and improved awareness-raising. A feasibility study that builds upon the recommendations of the assessment of output 3.1 will be undertaken and independently validated by experts and other stakeholders. Key features of the EMIS will be the production of data and information that will greatly facilitate the low-cost preparation of high quality national reports to the Rio Conventions as well as the preparation of information reports for parliamentarians and other policy-makers. Under this output, the project will procure and install the necessary technology in the participating databases and information systems. This will include those located at the national and sub-national levels.

### 3.5 Best practices for conducting environmental impact and strategic environmental assessments

73. Under this output, best practices for carrying out environmental impact assessments and strategic environmental assessments will be identified. The early implementation of the EMIS under output 3.7 will be used to help improve the preparation of these higher quality assessments. Consultations under this output with private sector representatives and development partners, in particular the German Agency for International Development (GIZ) and the French Development Agency (AFD) will serve to select the most appropriate sectoral development plan and/or policy with which to apply/test best practices.

### 3.6 Early implementation of the EMIS

74. Under this output the functionality of the EMIS will be tested and the necessary technological and procedural fixes and adjustments will be made in order to ensure the EMIS' smooth operation. This output will comprise a set of activities that will demonstrate the appropriate testing and early implementation of the EMIS in order work out any kinks in its design. During the demonstration activities particular attention will be given to a) the use of the EMIS at the local level and b) strengthening linkages with expert and specialist social actors, i.e., NGOs, academia and the private sector.

### **Component 4: Institutional structures and mechanisms strengthened for mainstreaming and enforcing Rio Conventions compliance within sector and regional development planning frameworks**

75. This component will strengthen the institutional capacities to meet and sustain global environmental objectives through the GEF Corporate Programme Objective CCCD-2, strengthening consultative and management structures and mechanisms. While a large-scale institutional reform is beyond the scope of this project, this component will focus on strengthening inter-ministerial and inter-directorate coordination for improved monitoring and compliance with environmental policies and best practices for delivering and sustaining global environmental outcomes. This component will be an especially important complement to the work of other development partners in Madagascar that are strengthening institutional capacities for improved environmental governance. In year 5 of the project, a second institutional analysis will be undertaken to evaluate and assess the lessons learned in improving institutional arrangements for Rio Convention mainstreaming.

## **Project Outputs:**

### 4.1 In-depth institutional analysis of environmental governance

76. An in-depth institutional analysis will complement the policy and legislative analysis of output 1.1. Together, these analyses will inform the institutional reforms needed to implement the National Development Plan through sectoral development plans that have been strengthened through integrating best practices for meeting and sustaining Rio Convention obligations. Particular attention will be given to involving important development partners such as the European Union, AFD, and GIZ to ensure that this analysis and the resulting recommendations take into account their programming priorities. This analysis will be peer reviewed and validated at a stakeholder workshop.

### 4.2 Inter-ministerial committee on MEAs

77. The activities under this output will strengthen the key consultative mechanism that operates at the ministerial level, the inter-ministerial committee on MEAs. Strengthening will be done in order to provide high level political legitimacy behind the implementation of the NDP and related sectoral development policies (that better reflect Rio Convention obligations as a result of outputs 1.3 and 1.4). This output is closely tied to the similar set of activities under 4.3 that focuses on a more intermediary level of planning and decision-making. An important element of strengthening the inter-ministerial committee on MEAs is to link it to the production of knowledge materials through the EMIS so that policy-making processes benefit from better and timely information.

### 4.3 Inter-directorate coordinating technical committees

78. The activities under this output are similar in design as those under 4.2, except that the inter-directorate coordinating technical committees focus on the themes of the three Rio Conventions and how they are constituted. These committees will be established by the project and will serve as key intermediary steps that will present improved technical data and information for decision-makers (using the EMIS). Whereas output 4.2 will look at mainstreaming at the policy level, output 4.2 emphasizes the sectoral development plans and EIAs. Both outputs 4.2 and 4.3 will be tied to other project outputs, in particular the learning-by-doing trainings.

### 4.4 Enhanced real-time monitoring and compliance arrangements

79. The project will carry out very specific consultations and negotiations among key agencies to identify and agree on the key technological and accompanying institutional arrangements to facilitate the cost-effective real-time monitoring of environmental trends through the EMIS. A report will be produced to identify requirements that are to be included in the feasibility study to be produced under output 3.4. The report will also inform collaborative arrangements and recommendations to enhance monitoring and compliance of environmental and development obligations, with particular reference to the Post-2015 Sustainable Development Goals and the three Rio Conventions (output 4.5). The consultative mechanisms strengthened under outputs 4.2 and 4.3 will be critical to catalyzing the cost-effective monitoring and compliance with multilateral environmental agreements.

### 4.5 Piloting regional mainstreaming best practices

80. This output entails a very important set of demonstration activities that will be organized to complement the capacity building activities of the GIZ PAGE project, as well as other linked projects such as the AFD's Kobaby biodiversity conservation project in the Diana province. GEF funds under this output will be used to a) increase stakeholder participation in relevant activities to be implemented by these projects, and b) replicate relevant activities in other areas in Madagascar. The assessments and recommendations carried out under other project outputs, including the negotiated agreements among stakeholders and donors on the selected sectoral development plans and policies to be used for the learning-by-doing mainstreaming exercises and early implementation of the EMIS, will inform the selection of other regional mainstreaming exercises to be piloted or demonstrated.

h 3 7  
D



#### 4.6 Comprehensive updating and streamlining of environmental mandates of government agencies

81. The sustainability of project outcomes will require strengthening the mandates of targeted government agencies, so that they may legitimately use alternative mainstreaming practices that have been identified by the project. The updating and streamlining of environmental mandates will be informed by the assessments carried out under outputs 1.1, 3.1, and 4.1, as well as the recommendations that emerge from other project outputs. The revisions of these mandates will be carried out through learning-by-doing workshops attended by staffs from the relevant agencies as well as from representatives from other organizations.

#### **Component 5: Public awareness and sensitization on Rio Convention mainstreaming**

82. This fifth component focuses on the set of individual capacities that will be needed to ensure the long-term sustainability of project outcomes. Thus, this component will contribute to all four CCCD Corporate Programme Objectives (CCCD-1, CCCD-2, CCCD-3, and CCCD-4) of the present project. Unlike the learning-by-doing training undertaken in the first four components, the training under this component focuses on building the awareness of stakeholders, and strengthening their technical capacities so that they can fulfill their roles and responsibilities. This component will target civil society, media, the private sector, NGO representatives, and the public. Accordingly, this component targets a much broader group than the first four components. Overall, this component will help Madagascar reach a sufficient level of critical mass, in terms of awareness, and minimize the impact of staff turnover by training people that could more readily replace vacancies.

#### **Project Outputs:**

##### 5.1 Project Launch and Results Conference and surveys of public sector stakeholders

83. Activities under this output call for organizing and convening a one-day Kick-off Conference and a one-day Results Conference. The Kick-off Conference will be held at the beginning of the project to raise awareness of the project goal and objectives. This conference will focus on presentations and panel discussions on the challenges of meeting Rio Convention obligations and how Rio Convention mainstreaming is a high value approach to meeting and sustaining global environmental objectives and benefits. The Results Conference at the end of the project will promote the value of Rio Convention mainstreaming and mobilize commitment and resources to catalyze replication of mainstreaming best practices. This conference will focus on presentations and panel discussions on the lessons learned to mainstream Rio Convention obligations into sectoral planning frameworks, and to reaffirm the high return on investment towards meeting and sustaining global environmental objectives and benefits. Among other topics, the conferences will discuss the gender perspectives of Rio Convention mainstreaming. Over 100 participants will attend each conference.

84. In addition to the conferences, this output calls for designing and carrying out a survey to assess understanding of Rio Convention mainstreaming. The first survey (baseline) will allow the project to assess the awareness developed under the project when compared with the result of the project-end survey. The survey instrument will also be used to survey line ministry staff and other stakeholders on their awareness of Rio Convention priorities and on environmentally-friendly approaches to implementation of sectoral plans. This activity will include statistical and sociological analyses, to have been completed and results presented at the Project Results Conference. Survey results will inform the design of public awareness activities of 5.6.

##### 5.2 Assessment of training needs to implement Rio Convention obligations through mainstreaming

85. This output calls for an assessment of technical training needs to operationalize Rio Conventions obligations into socio-economic decision making at the national and sub-national levels. Since there are several stakeholders who are carrying out training activities in Madagascar, the assessment will include cooperation recommendations for the organizations that are currently providing training. This will lead to formalized cooperative agreements among training institutions. The assessment will inform the training programme of 5.3.



### 5.3 Rio Convention mainstreaming training programme, including training curricula

86. Activities under this output focus on developing training and educational curricula for civil servants, the public, and secondary schools that promote a) better environmental information management, b) mainstreaming, c) global environmental values, and d) best practice approaches developed and under implementation. Training material and modules will be created, and will be based on collated best practices (from this and other projects). Under this output, public awareness and educational materials will also be prepared.

### 5.4 Trainers are trained on best practices to operationalize Rio Conventions

87. Under this output, learning-by-doing training courses and workshops on operationalizing the Rio Convention will be held. The focus is to train those individuals who will be training the population at large. Officials drawn from national and sub-national level offices of the key technical agencies and other key stakeholder representatives will participate in the training. After the trainings, feedback evaluations will be collected, lessons learned will be collated, and the training programme will be updated and revised. A new training manual will be created and tested.

### 5.5 Public awareness campaign and implementation plan

88. This awareness campaign will focus on strengthening stakeholders' valuation of the global environment and its conservation through mainstreaming, with particular attention to sustainable development and the three Rio Conventions. This campaign will be targeted to the public and may include Public Service Announcements, as well as brochures and articles on the Rio Conventions.

### 5.6 Awareness-raising dialogues and workshops

89. This output includes a set of awareness-raising dialogues targeted to different group of stakeholders, such as the private sector, media, parliamentarians, academia, and civil society, and expert practitioners. These awareness-raising activities may be organized as dialogues or as workshops, depending on the stakeholders. Workshops for media professionals will be targeted to reporting on environmental information as well as environmental monitoring results from the perspectives of the global environmental issues. Private sector panel discussions will focus on best practices and experiences on environmental information flow and the synergies between the Rio conventions that can also benefit businesses. At least 80 government staff members that are directly implicated in the planning and decision-making process to monitor and enforce environmental legislation will participate. At least two (2) national workshops and four (4) sub-national workshops will be convened and at least 200 unique stakeholders will participate in these awareness-raising workshops. Additionally, these workshops should have a gender balance indicated by at least 50% participation by women.

### 5.7 Internet visibility of good practices for mainstreaming Rio Conventions obligations

90. Activities under this output call for increasing the use of the Internet and social media to disseminate data and information. This includes creating a Facebook page, or an appropriate social media equivalent, on environmental information and Rio Convention mainstreaming. These activities will be based on existing social media and websites. For example, the websites for various government ministries should be linked and a unified webpage that provides information about Rio Convention activities could be created. The website will also serve as the repository for materials produced under the project. This website will require a significant investment of person-hours in its management, to ensure that it is functional on a daily basis. The website must ensure that hyperlinks to other website remain functional; discussions are moderated on a daily basis; that articles and information remain current and relevant; and to clear the registry regularly to reduce the incidences of site crashes. A feasibility study will be prepared and will include new and updated target indicators to measure the website utility and success.

h 2 4



## C.2 Global Environmental Benefits

91. Cross-cutting capacity development projects are not the type of projects that will directly yield global environmental benefits as they focus on strengthening the underlying capacities of programme activities. Instead, this project, like other CCCD projects, will provide Madagascar with additional tools and strengthen institutional arrangements to facilitate effective and sustained action to meet Rio Convention obligations. CCCD projects are measured by output, process, and performance indicators that are proxies to the framework indicators of improved capacities for the global environment.

92. This project responds to a key set of articles under the three Rio Conventions, demonstrating both the global environmental value of the project and its cross-cutting capacity development strategy. The first set of Rio Convention articles refer to information management, knowledge, and monitoring and evaluation, which is the key focus of this CCCD project. The second set of articles focuses on stakeholder engagement; where the three Rio Conventions call for the building of capacities of relevant individuals and organizations (resource users, owner, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage global environmental priorities. The third set of articles call for countries to develop capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making for global environmental management. The fourth set of capacities refers to strengthening environmental governance, in particular to strengthen capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions.

93. The capacity development outcomes will be monitored through the Capacity Development Scorecard (Annex 4) (Bellamy & Hill, 2010). The table below summarizes the five types of capacity building activities that contribute to meeting and sustaining global environmental obligations as defined by Rio Convention articles.

Table 2: Capacity development requirements of the Rio Conventions

Type of Capacity	Convention Requirements	FCCC	CBD	CCD
<i>Stakeholder Engagement</i>	Capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue.	Article 4 Article 6	Article 10 Article 13	Article 5 Article 9 Article 10 Article 19
<i>Organizational Capacities</i>	Capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management.	Article 4 Article 6	Article 8 Article 9 Article 16 Article 17	Article 4 Article 5 Article 13 Article 17 Article 18 Article 19
<i>Environmental Governance</i>	Capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions.	Article 4	Article 6 Article 14 Article 19 Article 22	Article 4 Article 5 Article 8 Article 9 Article 10
<i>Information Management and Knowledge</i>	Capacities of individuals and organizations to research, acquire, communicate, educate and make use of pertinent information to be able to diagnose and understand global environmental problems and potential solutions.	Article 4 Article 5	Article 12 Article 14 Article 17 Article 26	Article 9 Article 10 Article 16

*Handwritten signatures and initials:*   

Type of Capacity	Convention Requirements	FCCC	CBD	CCD
<i>Monitoring and Evaluation</i>	Capacities in individuals and organizations to effectively monitor and evaluate project and/or programme achievements against expected results and to provide feedback for learning, adaptive management and suggesting adjustments to the course of action if necessary to conserve and preserve the global environment.	Article 6	Article 7	N/A

h 3 4 2



## **D. PROJECT PARTNERSHIPS**

94. The project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation, monitoring, and adaptive collaborative management of the project. Stakeholder representatives from NGOs, communities, the private sector, academia, among others, will be encouraged to actively engage with government representatives as partners in carrying out project activities or components thereof. This will help capitalize on stakeholders' comparative advantages, as well as to create synergies, strengthen a more accurate holistic and resilient construct of policy interventions, and improve legitimacy. These partnerships will also help ensure a more equitable distribution of benefits. This approach is consistent with the participation and inclusion of human rights principle.

### **D.1 Stakeholder Engagement**

95. During the project formulation phase, consultations were undertaken with a diverse group of stakeholders in order to construct as holistic as possible baseline of the challenges and barriers related to coordination, data and information management, and improved decision-making for the global environment. The project design makes the assumption that the extensive consultations during project formulation strengthens the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced.

96. The project's extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues are intended to engage as many people as possible in order to reduce the risks of marginalizing stakeholders and incorporating their diverse perspectives in as many project activities as possible. Stakeholder engagement should also be as early as possible, allowing for increased ownership and thus sustainability. Notwithstanding, decisions should be negotiated in a way that also ensure that all stakeholders receive satisfactory levels of benefits and equity, which are also critical to sustainability.

97. As part of consultations and workshops, stakeholders will be informed of mechanisms to submit concerns about the social and environmental impacts of the project. The first mechanism stakeholders may use to express concerns about the project's impacts is the implementing partner's (Ministry of Environment, Ecology, and Forests) grievance resolution mechanism. The second is the UNDP Country Office's existing project management procedures. Concerned stakeholders can engage with UNDP project staff through the Project Board or through direct contact with the relevant UNDP programme manager. UNDP's Social and Environmental Compliance Review and the Stakeholder Response Mechanism will provide a third avenue for situations in which project stakeholders have not been satisfied with the responses they have received through the first two mechanisms. The Stakeholder Response Mechanism should also be used when the Implementing Partner's or UNDP's actions are the source of the grievance.

98. Madagascar has an indigenous population. In fact, two local CSOs (Tafo Mihaavo and Mihari) are members of the Indigenous people's and Community Conserved territories and areas Consortium. For this project, the application of the principles of Free Prior and Informed Consent is necessary to avoid risks which might arise from policy changes and/or the use of local knowledge in the project design and implementation. Gender-equality issues will be considered to the extent that they are appropriate. For a more detailed description of gender inclusion see the section on gender mainstreaming below.

99. The main project stakeholders are the government ministries that are responsible for key sectoral policies and legislation. Stakeholders are not only present at the national level, but at the field level, i.e., regional and community level. A number of government bodies operating at both the national and local levels are responsible for natural resource and environmental management, working with local community organizations, and in some cases partnering with NGOs to undertake particular activities. Other stakeholders include the private sector and academic institutions that are important to ensuring the long-term sustainability of the project. The private sector is a particular important stakeholder to environmental issues. Other key stakeholders are those from the rural areas. For the most part, these stakeholders are most at risk from land degradation, as well as contributing to it through unsustainable land management practices.



100. The Ministry of Environment, Ecology, and Forests will take overall responsibility for implementation of the project, and for the project success. It will establish the necessary planning and management mechanisms to oversee project inputs, activities and outputs. The Directorate for Planning, Programming, Monitoring and Evaluation (DPPSE) (under the MEEF) will ensure the project's monitoring and evaluation. The UNDP CO will support the Ministry, as requested and as necessary. Table 3 provides more details about key stakeholder involvement.

101. Stakeholders will be involved in a variety of activities including:

- Participation in capacity building working group meetings
- Contributing to capacity needs assessment
- Participation in policy and finance core team
- Participation in high-level policy dialogue events
- Participation in national stakeholders' fora
- Contribute to identifying type and format of environmental information
- Contribute to the determination of appropriate environmental information channels and flow
- Contribute to national level Rio Convention mainstreaming
- Contribute to national level long-term mainstreaming strategy
- Beneficiaries of mainstreaming activities
- Beneficiaries of awareness raising and skill development activities
- Contribute to cross-sectoral integration
- Participation in learning networks

Table 3: Key project stakeholders

Stakeholder	Mandate
MEEF Directorate for Planning, Programming, Monitoring and Evaluation	The Ministry of the Environment, Ecology, and Forests is responsible for conducting the country's environmental policies, and ensuring their implementation and effectiveness. Several directorates may participate as needed. These include directorates that are responsible for environmental mainstreaming, environmental assessment, planning, programming, and monitoring and evaluation. At the present time there are currently 18 national directorates, a number of which would actively participate in the various activities.
ONE	The National Office for the Environment (under the MEEF) regulates the environmental impact of economic investments and development activities, conducts and coordinates the monitoring of environment quality and facilitates the implementation of the environmental impact assessment (EIA) process. "
Ministry of Agriculture	The mission of this ministry is to implement the government's policy on agricultural development and to improve food security and nutrition for the Malagasy people.
Minister of State for Presidential Projects, Spatial Planning and Machinery (METAPE)	The METAPE, along with key directorates and subordinate bodies, is in charge of spatial planning, land-use planning, land tenure, settlements, housing, urban and rural development, and social infrastructures.
Ministry of Economy and Planning	This ministry is responsible for economic policy and development. Given its role in promoting economic and social development, the Ministry of Economy and Planning has an important stake in the issues of climate change, biodiversity conservation, and desertification. The ministry participates directly in the development of all government programmes and strategies whose implementation requires financial support, thus requiring inter-agency cooperation.
Ministry of the Interior and Decentralization	This ministry is responsible for decentralized administration at the regional, district and municipality level. Decentralized government at the regional, district and commune levels also will play a key role in supporting the project outcomes.

h 3 4



Stakeholder	Mandate
Ministry of Energy and Hydrocarbons	The Ministry for Energy and Hydrocarbons, along with the Minister at the Presidency in charge of Mines and Petroleum, and the state-owned agency, the Office of National Mines and Strategic Industries (OMNIS), are in charge of managing, developing and promoting the national petroleum and mineral resources in Madagascar.
Ministry of Communication, Information and Institutional Relations	This ministry's work focuses on how government actors interact. Given the project's focus on institutional arrangements, the EMIS, and knowledge management this ministry will play an important role in implementation.
Ministry of Higher Education and Scientific Research	The Ministry of Higher Education and Scientific Research, along with the National Education Ministry, and the Ministry of Employment, Technical and Vocational Education and Training work to ensure producing and using good data to monitor progress and achieve Sustainable Development Goal 4. These ministries are undertaking several initiatives including capacity development projects launched by UNESCO's Capacity Development for Education (CapED) Programme.
Ministry of the Presidency in charge of Territorial Development MPATE	This ministry and other agencies under its remit are all jointly responsible for land use planning and have a key role to play in supporting and adopting mainstreaming activities and with respect to communities' own spatial planning and tenure security issues.
Local communities	This includes individuals who face the greatest threat from the negative impacts of climate change.
NGOs such as WWF Madagascar and Conservation International	These non-state stakeholders are important partners for development. They provide financial and technical support.
CSOs, universities, and research centres	This includes technical and research institutes, CSOs, and national universities (e.g., University of Antananarivo) involved in conservation, agriculture and rural development.
Private sector	This includes development project proponents and investors whose operations are regulated by the government law/policy in terms of environmental management.

## D.2 Linkages with other Initiatives

102. The design and implementation of the proposed CCCD project would also take into account the development plans of other bilateral and multilateral donors in Madagascar to ensure appropriate alignment as well as to leverage the necessary co-financing. A number of GEF non-GEF funded projects, which contain related capacity building activities, and with which this project will require appropriate coordination, appear in the table below.

103. Two important baseline projects are the GIZ's Environmental Management Support Program; and the French Development Agency's Governance and Management of Protected Areas – Kobaby project. The GIZ

is providing 8,690,000 Euros (US\$ eq. 9.2 Million<sup>3</sup>) of co-financing (in-kind) for this CCCD project. Although the Governance and Management of Protected Areas - Kobaby project is in the later stage of project development, this project is expected to be an important source of co-financing in the future. The GIZ project focuses on climate change, and to a certain extent land degradation. The French Development Agency project focuses on biodiversity conservation, as well as to certain extent, land degradation. The majority of activities for both projects take place at the sub-national level, serving as important complementary capacity building activities to the work of the present CCCD project.

Table 4: Related project that this CCCD project will build upon

Project name	Funding source	Project activities that align with this project
Environmental Management Support Program (PAGE)	GIZ	This programme aims to improve conditions so that various groups conserve and sustainably use Madagascar's natural resources. One way the programme will accomplish this is through strengthening the political, institutional and legal framework for sustainable use of natural resources. As part of this process, policies, strategies and instruments will be updated and developed. The programme will also improve communication between the various sectors in order to improve the environmental governance framework at the national and regional levels.
Governance and Management of Protected Areas - Kobaby	French Development Agency	This project aims to improve the governance and management of Protected Areas in the Diana Province. Relevant activities under this project include: institutional strengthening at the central and decentralized levels; development of harmonized tools for management, control and monitoring; and improved information and environmental education for stakeholders.
Protecting the Forests of Madagascar	French Development Agency	This project aims to reduce deforestation and ensure a future for local people. This will be accomplished through promoting sustainable alternatives to the destructive exploitation, carbon financing, and strengthening the national strategy.
Improving land tenure security for producers and farmers in Madagascar	French Development Agency	This project supports land reform and security for rural actors in Madagascar. Specific initiatives that align with the CCCD project include the support for the implementation of the National Land Program, and strengthening the institutions in charge of land reform, and civil society.
Wealth Accounting and the Valuation of Ecosystem Services (WAVES)	Denmark, the European Commission, France, Germany, Japan, the Netherlands, Norway, Switzerland, and the United Kingdom	WAVES has and continues to undertake knowledge dissemination workshops, projects such as the Global Development Network, and training of national counterparts in Government, research institutes and civil society.

<sup>3</sup> This conversion is based on rates from April 7, 2017.

h 3 4 8



Project name	Funding source	Project activities that align with this project
Conservation and Communities Project (CCP)	USAID	This project will support the protection of Madagascar's natural capital and encourage sustainable development. The project will meet its objectives through improved conservation, promotion of resilient alternative livelihoods, and improved local management and ownership of natural resources.
Enabling Climate Resilience in the Agriculture Sector in the Southwest Region of Madagascar	GEF	This project aims to secure and improve rural farmers' livelihoods through water management and improved health. This project includes an outcome on knowledge and best practices, and activities to mainstream climate change into Municipal Development Plans. The project also will establish an M&E system for knowledge and best practices.
Participatory Sustainable Land Management in the Grassland Plateaus of Western Madagascar	GEF	This project has two components that relate to the CCCD project. Component one focuses on institutional development and capacity building. Component 3 focuses on knowledge management.
Adapting Coastal Zone Management to Climate Change in Madagascar Considering Ecosystem and Livelihoods	GEF	This project will pursue institutional capacity building, coastal adaptation interventions, and integration of climate change into policy and planning to reduce the vulnerability of the coastal zone to climate variability and change. Under the project, training will be provided to increase institutional capacity of government officials to improve their ability to develop resilient standards, legislative instruments, norms and sectoral plans. Mainstreaming of adaptation measures into national Integrated Coastal Zone Management policies and development strategies will also be pursued.
Climate Change Adaptation Capacity and Capacity Building Programme (PRCCC)	GIZ EU GCCA+	This programme aims to build capacity for sustainable adaptation to climate change in three regions of Madagascar. The programme will support the operationalization of the national policy to combat climate change through the development of a national adaptation plan. Through the third component, the programme will also support municipalities in planning and adaptation measures. This capacity building programme will improve consultation and collaboration mechanisms and will also support the integration of climate change adaptation into the most affected sectors (e.g., agriculture). Additionally, the programme will focus on providing relevant information and data to sectors and individuals. Finally, the programme will support training and education institutions to integrate climate change information and data into curricula and training modules at all levels.
Strengthening the Network of New Protected Areas in Madagascar (or NAP Strengthening)	GEF	Under this project, stakeholders will be trained on how to manage and monitor a system of protected areas. Additionally, a national system to monitor the management effectiveness and biodiversity impacts of the NPA system will be established. The project will also work to build a high level of understanding, support and commitment to sustainable management and conservation of mangrove ecosystems. Lessons learned and successes will be disseminated under multi-media outputs such as websites, documents, videos, and conferences.
Conservation of Key Threatened, Endemic and	GEF	This project will target local government technical services and decision-makers in eight sites and train stakeholders on



Project name	Funding source	Project activities that align with this project
Economically Valuable Species in Madagascar		conserving important species. Project activities include monitoring, knowledge management and dissemination, and mainstreaming.

104. During project implementation, further discussions will be held with partner donor agencies that are supporting similar capacity building activities to determine the extent to which current and planned programmes and projects are complementary to the proposed CCCD project. Donor consultations will confirm the amount of co-financing to support project activities. Consultations with the project managers of the related projects will also reveal further complexities, potential synergies and conflicts with the proposed project activities. These consultations will also begin the formal process of in-country coordination with related donor-funded projects that will continue throughout the project implementation in order to capitalize on emerging synergies. Completed GEF projects will also be reviewed through evaluation reports and consultations with past project managers to identify lessons learned and best practices.

### D.3 Mainstreaming Gender

105. Madagascar has taken numerous steps to promote gender equality. Article 6 of Madagascar's constitution grants all individuals equal rights and the same fundamental freedoms without any discrimination based on sex. Additionally, the country has also signed many international and regional conventions such as the Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Declaration, and the Southern African Development Community Protocol on Gender and Development. Madagascar has also worked with partners including the UN Population Fund, UNICEF, African Union, and UNESCO to promote gender equality. At a national level the Ministry of the Population, Social Protection and Promotion of Women developed the National Gender and Development Action Plan. Despite these efforts, gender equality remains a real concern in Madagascar. For example, approximately 21% of national parliament seats were held by women in 2016 (Inter-Parliamentary Union (IPU), 2016).

106. This project will consider gender-equality issues to the extent that they are appropriate, defined by the criterion of gender inequality being a direct barrier to coordination; the access of information and creation of knowledge to inform decision-making; and decentralization; and to meet global environmental obligations. The GEF policy on Gender Integration addresses the link between gender equality and environmental sustainability. It requires its agencies to have their own accredited gender policy. UNDP has translated this commitment in its own UNDP Gender Strategy 2014 - 2017, which provides guidance on how to integrate gender in all UNDP supported activities. Particularly in the promotion of biodiversity-based income generating activities, gender will be monitored in order to concentrate on those activities most beneficial for the most vulnerable groups, such as women, youth, children, elderly, landless and displaced people. In the context of free, prior and informed consent, particular attention will be given to the voice of these vulnerable groups in decentralized planning and consultation frameworks.

107. Gender mainstreaming from a project construct requires deliberate action to address the policy and institutional barriers that marginalize women. The GEF policy for mainstreaming gender in the projects that they finance call for three requirements to be met (GEF, 2013):

- a. Gender mainstreaming and capacity building within GEF staff to improve socio-economic understanding of gender issues
- b. A designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally
- c. Working with experts in gender issues to utilize their expertise in developing and implementing GEF projects

108. Notwithstanding, this is not to be misinterpreted that the GEF will finance activities that promote gender equality. This is not an eligible use of GEF finance, but rather a new requirement of the strategic design

h 3 4 0



of GEF-financed projects since April 2011<sup>4</sup>. Gender issues will be one of the social issues that will be monitored throughout project implementation. The project design and implementation will ensure both an adequate balance of participation in the project, and the equitable distribution of benefits. Additionally, to help ensure that gender does not become a marginalized issue, gender sensitive indicators to be monitored per good practice (Demetriades, 2007; Moser, 2007). At the time of project initiation, UNDP gender markers will be tracked. These will be tracked on an annual basis as part of the Annual Progress Report/Project Implementation Review. Other gender-relevant markers will be identified and tracked as appropriate. Some examples include:

- Total number and percentage of full-time project staff that are women
- Total number and percentage of Project Board members that are women
- Total number and percentage of women that actively engaged in substantively in learning-by-doing workshops, dialogues, and key consultations and meetings

#### **D.4 South-South and Triangular Cooperation**

109. This project's approach to South-South and Triangular Cooperation is in line with UNDP's approach, which is to support South-South and Triangular Cooperation in order to maximize the impact of development, hasten poverty eradication, and accelerate the achievement of Sustainable Development Goals. More specifically, this project will encourage and strengthen shared self-reliance among developing countries through the exchange of experiences, best practices, and lessons learned. This will be achieved by coordinating with on-going projects in the area, as well as projects in other Least Developed Countries. One such project is Strengthening of multi-sectoral and decentralized environmental management and coordination to achieve the objectives of the Rio Conventions in the Union of Comoros. Another relevant project is Mainstreaming Biodiversity into the Management of the Coastal Zone in the Republic of Mauritius. Like this CCCD project, these projects will promote capacity building and training for improved environmental management. During implementation, other related initiatives will be identified and lessons learned will be incorporated.

110. Sharing knowledge between nations will help achieve and sustain outcomes under this project by allowing for this project to a) preemptively address known problems, b) reduce the learning curve, and c) limit wasted resources by focusing efforts on proven techniques. In addition to learning from other projects, best practices and lessons learned from this CCCD project will be disseminated so that other countries may benefit from Madagascar's experience. For example, the resource mobilization strategy, the EMIS, and the policy interventions on natural resource management could serve as models for other countries facing similar challenges.

---

<sup>4</sup> See GEF Council Paper GEF/C.40/10, 26 April 2011 on GEF Policies on Environmental and Social Safeguards and Gender Mainstreaming as well as the Instrument for the Establishment of the Restructured Global Environment Facility, October 2011.

## E. FEASIBILITY

111. A project's feasibility is assessed according to the following criteria: a) sustainability and scaling up, b) social and environmental safeguards, c) cost efficiency and effectiveness, and d) risk management. This section covers risk management and social and environmental safeguards. Sustainability and scaling up is covered in B.7, whereas the project's cost efficiency and effectiveness appears in I.3.

### E.1 Risk Management

112. Although the project's risks and assumptions were assessed at a preliminary stage, one purpose of the project preparation phase is to undertake an in-depth assessment of these risks based on a more extensive set of consultations and review of the background documentation. As a result, a more accurate assessment of the risks was therefore possible at the end of the project document preparation phase.

113. As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP CO. The UNDP Country Office will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (e.g., when impact is rated as 5, or when impact is rated as 4 and probability is rated as 3 or higher). Management responses to critical risks will also be reported to the GEF in the Annual Progress Report.

Project risks					
Description	Type	Impact & Probability	Management Measures <sup>5</sup>	Owner	Status
Limited absorptive capacity to carry out the extensive mainstreaming exercises	Organizational Operational	Limited absorptive capacity could lead to implementation delays. I=3 P=3 <b>Moderate risk</b>	This risk is obviated by spreading roles and responsibilities to numerous partner ministries, each of which would take the lead, in consultation with MEEF as executing agency. Non-state organizations will also provide additional technical expertise.	<i>Project Manager</i>	
In-kind contributions (stakeholders' time and effort) lead to unintended consequences	Operational	Staff's other responsibilities could be short-changed, and would thus ultimately lead to the decision by the respective ministries to withdraw mid-way through the mainstreaming exercises. I=3 P=4 <b>Moderate risk</b>	During the preparation phase of the project, careful consideration and negotiation with the respective line ministries was undertaken to identify incentives and secure long-term commitment to active project participation and project deliverables.	<i>Project Manager</i>	
Inadequate sharing of information and communication	Operational	Inadequate sharing and communication could hinder the effective	The project design has specifically included activities to facilitate consultations and		

<sup>5</sup> Changed from mitigate to manage. Projects cannot mitigate risks, they can only manage them.

h 3 14



Project risks					
Description	Type	Impact & Probability	Management Measures <sup>5</sup>	Owner	Status
between administration levels		implementation of project outcomes, such as the EMIS. I=2 P=3 <b>Moderate risk</b>	negotiations with key decision-makers to ensure coordination and sharing of information.		
Amendments to legislation and regulations are not officially approved or enacted in a timely fashion	Political	Untimely implementation engenders dependency on partner organizations rather than the appropriate administrative agency. I=3 P=4 <b>Moderate risk</b>	The project design has specifically included activities to facilitate consultations and negotiations with key decision-makers to secure their full support for the approval of standards, norms and procedures.	<i>Project Manager</i>	
Investment-heavy private sector stakeholders may not collaborate with the project as long-term project outcomes go against their short-term interests.	Strategic Political	Limited non-stakeholder participation and support could reduce the scope of project outcomes and undermine the sustainability of outcomes. I = 4 P = 2 <b>Moderate risk</b>	The project aims to address this risk proactively by demonstrating how environmental information and improved policies can support a range of different priorities.	<i>Project Manager</i>	
Inadequate financing	Financial	Inadequate financing could undermine the institutional and organizational continuity as well as the potential realization of opportunities to scale-up. I=2 P=2 <b>Low risk</b>	During the preparation phase of the project, careful consideration and negotiation with donor partners and ministries was undertaken to identify financing and secure long-term commitment. The project also has an entire component on the mobilization of financial resources.	<i>Project Manager</i>	

## E.2 Social and Environmental Safeguards

114. Two low risks were identified in the UNDP Social and Environmental Screening. As a project's categorization is based on the highest level of significance of identified risks, the overall risk categorization of

*Handwritten signature and initials*

the project is low. As this is a Low Risk project, no further social and environmental assessments are required. See Annex 5 for the UNDP Social and Environmental Screening

115. Throughout the PPG phase, consultations were held to gain a better understanding of potential social and environmental impacts. These consultations allowed for the project strategy to address identified considerations, which resulted in a more feasible project strategy. During implementation, the Project Board will negotiate any environmental and social grievances. Environmental and social grievances will be reported to the GEF in the APR.

h 3 4 2



## F. PROJECT RESULTS FRAMEWORK

**This project will contribute to the following Sustainable Development Goal (s):** SDG 13 and 15: Strengthening community resilience and improving awareness on climate change as well as strengthening capacities to combat desertification and reduce the loss of biodiversity

**This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:**

Outcome 1: Vulnerable populations, living in the project intervention zones, have improved opportunities to access to income generating activities and jobs, improve their resilience, contributing to inclusive and equitable growth for sustainable development.

Outcome 2: Public institutions, civil society and the media, at the central and decentralized level, effectively perform their roles and are accountable for a peaceful governance, and the protection of human rights.

**This project will be linked to the following output of the UNDP Strategic Plan:**

Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
<b>Project Objective: To strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable</b>	Indicator 1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.	<ul style="list-style-type: none"> <li>Partnerships to pursue sustainable development objectives and Rio Convention obligations are almost exclusively based on externally-funded projects and/or as needed during the implementation of the latter.</li> </ul>	<ul style="list-style-type: none"> <li>An inter-agency committee to oversee the implementation of the National Sustainable Development Strategy (NSDP) that fully integrates the Rio Conventions (and other MEAs) is formally adopted at the cabinet level. This committee is supported by the institutionalization of technical expert committees</li> </ul>	<ul style="list-style-type: none"> <li>Meeting Minutes<sup>6</sup></li> <li>Working group and workshop reports and products<sup>7</sup></li> <li>UNDP quarterly progress reports</li> <li>Annual Project Implementation</li> </ul>	<ul style="list-style-type: none"> <li>Political commitment of key agencies and stakeholders remain high to actively engage in the institutional arrangements to implement the NSDP</li> </ul>

<sup>6</sup> Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-state stakeholders.

<sup>7</sup> These will include a list of all workshop and working group participants

Handwritten notes: 3, 2, 4

Assumptions	Means of Verification	End of Project Target	Baseline	Objective and Outcome Indicators	development priorities
<ul style="list-style-type: none"> <li>• There is sufficient financial resources and demand to pursue and adopt innovative approaches that will be demonstrated through the project's small grant activities</li> <li>• The government provides timely approval of financing and approval for the hiring of new staffs</li> <li>• EMIS</li> <li>• NSDP</li> <li>• RMS</li> <li>• Scorecard</li> <li>• Development</li> <li>• Cutting Capacity</li> <li>• GEF Cross-communications and national reports</li> <li>• Rio Convention evaluation report</li> <li>• Independent Final Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Training programme</li> </ul>	<ul style="list-style-type: none"> <li>• At least 150 stakeholders have benefited directly from small grant activities financed under the project</li> <li>• Filled government staff positions that are directly relevant to the monitoring and implementation of the Rio Conventions within the framework of the NSDP have increased by 15%</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries of sustainable alternative livelihoods through improved natural resource management options are largely through project-based interventions. The baseline for this project is set at zero, to be compared with the number of unique stakeholders benefiting from the project's small grant activities</li> <li>• Policy interventions on natural resource management are undertaken largely by consultants contracted by externally-funded projects that are overseen by the relatively small staffs of the relevant government agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Various policy and legislative instruments are in place, however, many of these are not sufficiently understood nor enforced, nor are</li> </ul>	<p>Indicator 2: (a) Number of additional people benefiting from strengthened livelihoods through solutions for management of natural resources, ecosystems and services, chemicals and waste; (b) Number of new jobs created through solutions for management of natural resources, ecosystem services, chemicals and waste.</p> <p>Indicator 3: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural</p>
<ul style="list-style-type: none"> <li>• The relevant government ministries formally commit to enforcing provisions of the new texts</li> <li>• Participants actively engage in the awareness-raising</li> </ul>		<ul style="list-style-type: none"> <li>• At least three sets of legal texts, e.g., by-laws, have been formulated and approved to catalyze Rio Convention implementation within the framework of the NSDP</li> </ul>			



	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
	resources, biodiversity and ecosystems.	there sufficient guidance material and awareness-raising to better interpret and apply policy and legislative instruments for Rio Convention implementation	<ul style="list-style-type: none"> <li>Awareness-raising activities have been carried out with at least 250 unique stakeholder participants, of which at least half of these are regional or local stakeholders</li> </ul>		activities and demonstrate a fundamental improvement in their understanding of the issues
	Indicator 4: Extent to which capacities to implement national or local plans for integrated water resource management or to protect and restore the health, productivity and resilience of oceans and marine ecosystems have improved.	<ul style="list-style-type: none"> <li>Government agency staffs have basic management capacities to oversee the implementation of various natural resource management plans, but these are largely based on old or outdated approaches</li> </ul>	<ul style="list-style-type: none"> <li>At least 90% of government technical staffs have actively engaged in the technical trainings on innovative approaches to implement Rio Convention obligations within the framework of the NSDP</li> </ul>		<ul style="list-style-type: none"> <li>There is a commitment of the relevant government agencies and their staffs to actively engage in these trainings and discard the prevalent internal resistance to change attitude</li> </ul>
	Indicator 5: Number of direct project beneficiaries.	<ul style="list-style-type: none"> <li>Beneficiaries of sustainable alternative livelihoods through improved natural resource management options are largely through project-based interventions. The baseline for this project is set at zero, to be compared with the number of unique stakeholders benefitting from the project's small grant activities (same as in indicator 2)</li> </ul>	<ul style="list-style-type: none"> <li>At least 150 stakeholders have benefitted directly from small grant activities financed under the project (same as in indicator 2)</li> </ul>		<ul style="list-style-type: none"> <li>There are sufficient financial resources and demand to pursue and adopt innovative approaches that will be demonstrated through the project's small grant activities</li> <li>Project beneficiaries demonstrate a fundamental improvement in their understanding of the issues and are pre-disposed to adopt new and alternative approaches to meet their livelihood needs</li> </ul>

				<p>national sustainable development strategy/plan fully integrates Rio Convention obligations</p> <p><b>Component 1: A</b></p>	<p>Indicator 6: Increased number of policy interventions that specifically cite fulfillment of Rio Convention obligations</p>	<p>Indicator 7: A national sustainable development plan that fully integrates Rio Convention obligations is developed</p>	<p>• Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning</p>	<p>• Comprehensive policy and legislative analysis of environmental governance completed by month 7</p> <p>• Updated legislative texts finalized by month 24</p> <p>• Mainstreaming of the Rio Conventions in regional and sector development policies and plans is piloted by month 42</p> <p>• 15% of local development plans revised to integrate environmental concerns by year 42</p> <p>• Stakeholders (including at least 40% women) are trained on how to apply planning methods that reflect the</p>	<p>• Meeting minutes</p> <p>• Tracking and progress reports</p> <p>• Working group and workshop reports and products</p> <p>• Workshop materials and attendance lists</p> <p>• Updated legal texts</p>	<p>• There is no conflict of interest between the adoption of new and alternative best practices for mainstreaming global environmental obligations into sectoral development plans with those practices that are already institutionalized within key planning agencies and effectiveness of planning and decision-making processes allows for timely decision-making</p> <p>• Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project</p>	<p>Assumptions</p>	<p>• Relevant agencies are committed to adopt and include Rio Convention indicators in their monitoring and evaluation plans</p>	<p>• The strengthening of the Environmental Management Information System includes indicators and associated methodologies for national sectoral plans to include in their respective monitoring and evaluation plans. The NSDP will include a full set of these indicators. At least one sectoral plan includes these indicators.</p>	<p>End of Project Target</p>	<p>Means of Verification</p>	<p>Assumptions</p>
--	--	--	--	--	---	---	---	---	--	---	--------------------	--	--	------------------------------	------------------------------	--------------------

Handwritten notes and signatures in the right margin.



	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
			global environment • NSDP and operational roadmap is mainstreamed, approved and adopted by all stakeholders by month 54		champions
<b>Component 2:</b> The mobilization of financial resources is more sustainable	Indicator 8: Resource mobilization strategy is developed to provide long-term financing for the EMIS	<ul style="list-style-type: none"> <li>• The government agencies responsible for the Rio Conventions have limited budgetary funds</li> <li>• Monitoring of financial resources is currently characterized as unsatisfactory and insufficient to meet the requirements of the three Rio Conventions</li> <li>• Inadequate long-term financing is accessible to ensure the institutional sustainability of existing information systems</li> <li>• The government agencies responsible for the Rio</li> </ul>	<ul style="list-style-type: none"> <li>• RMS is adopted by key stakeholders and formally approved by month 54</li> <li>• Resource mobilization strategy includes good practices for raising and allocating funds to achieve global environmental targets through decentralized decision-making</li> <li>• Monitoring and tracking system established and fully operational by month X</li> <li>• Revenue stream of EMIS tested by month 54</li> <li>• At least 10% of funding requirements in the RMS have been mobilized by</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting minutes</li> <li>• Tracking and progress reports</li> <li>• Working group and workshop reports and products</li> <li>• Workshop materials and attendance lists</li> <li>• Resource mobilization strategy</li> <li>• Operational procedures</li> <li>• Feasibility study</li> </ul>	<ul style="list-style-type: none"> <li>• Any political or institutional barriers to the necessary resource mobilization are effectively negotiated and resolved</li> <li>• Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>• Strategy and plan developed by the project are politically, technically, and financially feasible</li> <li>• Political commitment of key agencies and stakeholders remain high</li> <li>• A consensus can be reached on the metrics that are to be</li> </ul>

51/21

Objective and Outcome Indicators			Environmental Management Information System is developed	<ul style="list-style-type: none"><li>• There is an inadequate system for information and knowledge management and poor information sharing between or within sectors despite the existence of various committees and environmental units</li></ul>	<ul style="list-style-type: none"><li>• Baseline assessment of current database and management information systems completed by month 6</li><li>• Environmental and sustainable development indicators finalized by month 48</li></ul>	<ul style="list-style-type: none"><li>• Meeting minutes</li><li>• Tracking and progress reports</li><li>• Peer reviewers' consent forms and notes</li><li>• Consultation notes</li></ul>	<ul style="list-style-type: none"><li>• Best practices and lessons learned from other countries are appropriately used</li><li>• The inter-operability of the partner databases and information systems are technically feasible</li><li>• Partner agencies have and maintain the minimum</li></ul>
Baseline		Conventions have limited budgetary funds					
End of Project Target		month 55 <ul style="list-style-type: none"><li>• 50 stakeholder representatives have participated in a resource mobilization workshops</li><li>• A set of clear operational guidelines and innovative financing tools strengthen the systemic capabilities needed to ensure the legitimacy, resilience and long-term sustainability of fund for global environmental governance</li><li>• Mid-term investments to ensure the stability of central and local structures and decision-making mechanisms</li><li>• Technical support structures have sufficient financial and human resources</li></ul>					
Means of Verification							
Assumptions		standardized as well as on the data sharing protocols					



	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
global environmental impacts and trends at the national level		<ul style="list-style-type: none"> <li>• Madagascar's environmental governance framework is weak in terms of financial sustainability and institutional memory</li> <li>• The ability of key actors to translate environmental information into decision-making is weak and scattered across many organizations</li> <li>• The collection and use of up-to-date environmental management information is poorly coordinated</li> <li>• There is limited exchange of information and communication between different administrative levels</li> </ul>	<ul style="list-style-type: none"> <li>• Data collection and monitoring methodologies standardized by month 24</li> <li>• Best practices for conducting environmental impact and strategic environmental assessments identified and demonstrated by month 51</li> <li>• Integrated EMIS is under full implementation by month 53</li> <li>• The EMIS will meet the objectives of the Rio Convention, including recommendations to rationalize and harmonize data and information management systems</li> <li>• A clearing-house mechanism within the EMIS for data collection on the three Rio conventions is established</li> <li>• Assessment of users' information needs for indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Validation workshop materials and attendance list</li> <li>• Sharing protocol</li> </ul>	<ul style="list-style-type: none"> <li>• number of staff to ensure the on-going and term operation of their respective databases or information system</li> <li>• Absorptive capacities to key stakeholders is sufficiently high to learn new methodologies and approaches</li> <li>• A consensus can be reached on the metrics that are to be standardized as well as on the data sharing protocols</li> </ul>
<b>Component 4:</b> Institutional structures and mechanisms strengthened for mainstreaming and enforcing Rio Conventions compliance	Indicator 10: Rio Convention mainstreaming mechanisms are developed	<ul style="list-style-type: none"> <li>• There is little inter-ministerial coordination on the implementation of natural resource and environmental policies.</li> <li>• Data collected is not done in a standardized manner</li> </ul>	<ul style="list-style-type: none"> <li>• In-depth institutional analysis of environmental governance completed by month 6</li> <li>• Inter-ministerial committee on MEAs strengthened by</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting minutes</li> <li>• Tracking and progress reports</li> <li>• Working group and workshop reports and products</li> </ul>	<ul style="list-style-type: none"> <li>• Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>• Agreement to cooperate on modifying existing mandates</li> </ul>

Handwritten notes: 5/4/0

	within sector and regional development planning frameworks
Objective and Outcome Indicators	<ul style="list-style-type: none"> <li>• There is poor harmonization of legislation and ambiguity regarding the scope and responsibility for enforcement.</li> <li>• There is considerable confusion over responsibilities and mandates</li> <li>• Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning</li> </ul>
Baseline	<ul style="list-style-type: none"> <li>• resulting in difficulties in compiling data for a country-wide report.</li> <li>• There is poor harmonization of legislation and ambiguity regarding the scope and responsibility for enforcement.</li> <li>• There is considerable confusion over responsibilities and mandates</li> <li>• Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning</li> </ul>
End of Project Target	<ul style="list-style-type: none"> <li>• 10 and meetings held twice a year</li> <li>• Inter-directorate coordinating technical committees established by month 10 and meet twice a year</li> <li>• Monitoring and compliance arrangements fully operational by month 48</li> <li>• Rio Convention mainstreaming mechanisms are developed starting in month 25, used through learning-by-doing exercises, and fully institutionalized by month 48</li> <li>• Environmental mandates updated and streamlined by month 24</li> <li>• An evaluation of good practices, manuals and regional guidelines for environmental integration in the EMIS is prepared</li> <li>• Government and other stakeholders align the mandates and operational plans of major agencies and committees (at national and regional levels)</li> </ul>
Means of Verification	<ul style="list-style-type: none"> <li>• Workshop materials and attendance lists</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>• The right representation from the various government ministries, departments, and agencies participate in project activities</li> <li>• There is no conflict of interest between the adoption of new and alternative best practices for mainstreaming global environmental obligations into sectoral development plans with those practices that are already institutionalized within key planning agencies</li> </ul>



	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
			<ul style="list-style-type: none"> <li>• Key stakeholders report improved coordination, collaboration and delegation of responsibilities</li> <li>• Three, internationally recognized, successful demonstration exercises are conducted in targeted communities</li> </ul>		
<b>Component 5:</b> Public awareness and sensitization on Rio Convention mainstreaming	Indicator 11: Skillsets and raised awareness of global environmental values	<ul style="list-style-type: none"> <li>• The general public remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities</li> <li>• Awareness of Rio Convention mainstreaming is limited, with stakeholders not fully appreciating the value of conserving the global environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Launch and Results Conference held by months 5 and 56</li> <li>• A statistical analysis of baseline and end-of-project awareness indicates that stakeholders' knowledge and the linkage between global environmental conservation and sustainable socio-economic development has improved by at least 15%</li> <li>• Review of training needs to operationalize Rio Conventions completed at month 9, 35, and 51</li> <li>• Rio Convention mainstreaming training programme, curricula, materials and training modules finalized by month 48</li> </ul>	<ul style="list-style-type: none"> <li>• Public awareness campaign plan</li> <li>• Meeting minutes</li> <li>• Awareness and sensitization workshop reports</li> <li>• Training programme, curricula, materials and training modules</li> <li>• Attendance list</li> <li>• Surveys of public sector stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Participation to the public dialogues attracts people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues will help change attitudes in a positive way</li> <li>• The right representation from the various government ministries, departments, and agencies participate in project activities Public attitudes towards environment are not too negative that they are willing to participate in awareness raising activities</li> <li>• There is sufficient commitment from policy-makers to maintain long-term support to public awareness raising activities</li> <li>• Development partners implementing parallel public</li> </ul>

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions
			<ul style="list-style-type: none"> <li>• Training courses on best practice analytical methodologies and skills for measuring global environmental impacts and trends, the final held by month 52</li> <li>• Cooperative agreement among training institutions</li> <li>• Public awareness campaign, implementation plan, and materials</li> <li>• Local stakeholder constituent public dialogues and workshops</li> <li>• At least 8 workshops held by month 29 with at least 50 local/regional representatives.</li> <li>• Internet visibility of good practices for mainstreaming Rio Convention obligations</li> <li>• Training and awareness raising workshops, dialogues, and other similar events are implemented by month 52</li> <li>• A public dialogue of at least 50 stakeholder representatives takes place</li> <li>• Reported improved regional access to best practices and best available knowledge</li> </ul>		<p>awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness</p> <ul style="list-style-type: none"> <li>•</li> </ul>

h 2 4 2



## G. MONITORING AND EVALUATION PLAN

116. The project results as outlined in the project results framework (Section F above) will be monitored annually (see Annex 1) and evaluated periodically (see Annex 2) during project implementation to ensure that the project effectively achieves these results. Supported by Component Five on knowledge management, the project monitoring and evaluation plan will also facilitate learning and ensure that knowledge is shared and widely disseminated to support the scaling up and replication of project results.

117. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP Programme and Operations Policies and Procedures and UNDP Evaluation Policy. While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements meet high quality standards in a timely fashion. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the GEF M&E policy and other relevant GEF policies<sup>8</sup>.

118. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed on during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the Capacity Development Scorecard) across all GEF-financed projects in the country.<sup>9</sup>

119. During the formulation process of the present project document, focus group meetings were held with a group of key national stakeholders and expert informants to prepare the baseline Capacity Development Scorecard. The resulting assessment and scoring was determined by these representatives. The baseline scorecard can be found in Annex 4.

120. A Local Project Appraisal Committee (LPAC) meeting was convened per UNDP M&E procedures on 23 June 2017 for a final review of the approved project document by the GEF. The meeting took into account the strategic contribution of the project to national development priorities, and key changes made since approval of the project. The LPAC took into consideration the reduction of the MEEF in-kind contribution and the reconfirmation of the GIZ co-financing commitment to the project. The project document was revised to take into account these considerations.

### **M&E Oversight and monitoring responsibilities:**

121. Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintains a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Board, the UNDP Country Office, and the UNDP/GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

122. The Project Manager will develop annual work plans based on the multi-year work plan included in Annex 3, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the Annual Progress Report, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g., the gender strategy or the knowledge management strategy) occur on a regular basis.

---

<sup>8</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

<sup>9</sup> See [https://www.thegef.org/gef/gef\\_agencies](https://www.thegef.org/gef/gef_agencies)

123. **Project Board:** The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

124. **Project Implementing Partner:** The Implementing Partner is responsible for providing any and all required information and data necessary for timely, comprehensive, and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used and generated by the project supports national systems.

125. **UNDP Country Office:** The UNDP Country Office will support the Project Manager as needed. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual progress report and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

126. The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes: a) the UNDP Quality Assurance Assessment; b) the ATLAS risk log; c) the UNDP gender markers; and d) the development, monitoring, and reporting of annual targets. Any quality concerns flagged during these M&E activities must be addressed by the UNDP Country Office and the Project Manager.

127. The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure in order to support *ex post* evaluations undertaken by the UNDP Independent Evaluation Office and/or the GEF Independent Evaluation Office.

128. **UNDP/GEF Unit:** Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP/GEF Regional Technical Advisor and the UNDP/GEF Directorate as needed.

129. **Audit:** The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on nationally implemented projects (NIM).<sup>10</sup>

**Additional GEF monitoring and reporting requirements:**

130. **Inception Workshop and Report:** A project inception workshop will be held within three months after the project document has been signed by all relevant parties. Other key monitoring and reporting requirements will include:

- Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation;
- Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
- Review the results framework and finalize the indicators, means of verification and monitoring plan;
- Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF Operational Focal Point in M&E;
- Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Social and Environmental Screening Procedures and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;

---

<sup>10</sup> See guidance here: <https://info.undp.org/global/popp/fm/pages/financial-management-and-execution-modalities.aspx>

Handwritten signature/initials.



- Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
  - Plan and schedule Project Board meetings and finalize the first year annual work plan.
131. The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP/GEF Regional Technical Adviser, and will be approved by the Project Board.
132. GEF Project Implementation Report (PIR): The Project Manager, the UNDP Country Office, and the UNDP-GEF Regional Technical Advisor will provide objective input to the annual GEF PIR covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance of the PIR submission deadline so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR.
133. The PIR submitted to the GEF will be shared with the Project Board. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the PIR as appropriate. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.
134. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse, and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.
135. GEF Focal Area Tracking Tools: The Capacity Development Scorecard is the GEF Tracking Tool that will be used to monitor the capacities developed. Annex 4 contains the baseline capacity development scorecard that was prepared through a focus group discussion among national stakeholders. The capacities developed under the scorecard will be assessed a second time at the end of the project, and used to infer the extent to which the project contributed towards their strengthening. This final scorecard will *not* be completed by the Project Manager or Project Team, but rather by the independent consultant contracted to undertake the terminal evaluation. The final Scorecard will be submitted to the GEF as part of the terminal evaluation report.
136. Terminal Evaluation: An independent terminal evaluation will take place upon completion of all major project outputs and activities<sup>11</sup>. The terminal evaluation process will begin three months before the operational closure of the project, allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as capacities developed and the sustainability of project outcomes. The Project Manager will remain on contract until the terminal evaluation report and the companion management response have been finalized. The terms of reference, the evaluation process, and the terminal evaluation report will follow the standard templates and guidance prepared by the UNDP Independent Evaluation Office for GEF-financed projects available on the UNDP Evaluation Resource Center. As noted in this guidance, the evaluation will be '*independent, impartial, and rigorous*'.
137. The consultants (international and national) that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing, or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support will be available from the UNDP/GEF

<sup>11</sup> As a GEF medium-size project, an independent mid-term evaluation is not required, nor is one budgeted for at the time of project formulation.



Directorate. The terminal evaluation report will be cleared by the UNDP Country Office and the UNDP/GEF Regional Technical Adviser, and will be approved by the Project Board. The terminal evaluation report will be publically available in French and English.

138. The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report and the corresponding management response to the UNDP Evaluation Resource Centre's website. Once uploaded, the UNDP Independent Evaluation Office will undertake a quality assessment, validate the findings and ratings in the terminal evaluation report, and rate the quality of the report. The UNDP Independent Evaluation Office assessment report will be sent to the GEF Independent Evaluation Office.

139. Final Project Report Package: The project's final APR along with the terminal evaluation report and corresponding management response will serve as the final project report package, which will be translated into French and English. The final project report package will be discussed with the Project Board during an end-of-project review meeting to discuss lessons learned and opportunities for replication and scaling up.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>12</sup> (US\$)		Time frame
		GEF grant	Co-financing	
Inception Workshop and Report	Project Manager, Project Team, MEEF, UNDP Country Office	US\$ 11,000	US\$ 9,000	Within three months of project document signature
Standard UNDP monitoring and reporting requirements as outlined in the UNDP Programme and Operations Policies and Procedures	UNDP Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework (MEEF)	Project Manager	Per year: US\$ 1,000	Per year: US\$ 1,000	Annually
UNDP Annual Progress Report	Project Manager and UNDP Country Office and UNDP/GEF team	None	None	Annually
NIM Audit as per UNDP audit policies	UNDP Country Office	Per year: US\$ 500	Per year: US\$ 500	Annually or other frequency as per UNDP audit policies
Lessons learned and knowledge generation	Project Manager	Per year: US\$ 5,000	Per year: US\$ 6,000	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP CO	None	Per year: US\$ 6,000	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office	None for time of Project Manager, and UNDP CO	Per year: US\$ 2,000	Costs associated with missions and workshops can be charged to the project budget.
Project Board meetings	Project Board UNDP Country Office Project Manager	Per year: US\$ 1,000	Per year: US\$ 1,000	At minimum annually

<sup>12</sup> Excluding project team staff time and UNDP staff time and travel expenses

h z p 2



GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>12</sup> (US\$)		Time frame
		GEF grant	Co-financing	
Supervision missions	UNDP Country Office	None <sup>13</sup>	None	No supervision missions are required for this project
Oversight missions	UNDP/GEF team	NoneError! Bookmark not defined.	None	Troubleshooting as needed
Knowledge management as outlined in Component 5	Project Manager	None for time of Project Manager, and UNDP CO	None	Quarterly progress reports, annual reports prepare by Project Manager
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP/GEF team	None	To be determined	To be determined during project implementation
Terminal GEF Tracking Tool	Project Manager	None	US\$ 1,000	As part of the terminal evaluation mission
Independent Terminal Evaluation included in UNDP evaluation plan, and management response	UNDP Country Office and project team and UNDP/GEF team	US\$ 20,000	US\$ 35,000	At least three months before operational closure
Translation of Final Project Package Report into English	UNDP Country Office	US\$ 5,000	US\$ 1,000	As required. GEF will only accept reports in English.
Total indicative cost (excluding project team staff time, and UNDP staff and travel expenses)		US\$ 76,000	US\$ 112,000	

<sup>13</sup> The costs of UNDP Country Office and UNDP/GEF Unit's participation and time are charged to the GEF Agency Fee

## H. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

140. The project will be implemented over a period of five (5) years by the **Ministry of Environment, Ecology, and Forests (MEEF)**, following UNDP's national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of the Madagascar. As the **Implementing Partner** for this project, the Ministry of Environment, Ecology, and Forests is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. The MEEF is accountable to UNDP for the government's participation in the project.

141. Project implementation will be overseen by a **Project Board**. The Project Board is specifically established by the project to provide management oversight of project activities and is to be chaired by a representative from the Ministry of Environment, Ecology, and Forests. Membership of the Project Board will be multi-disciplinary and multi-sectoral and will include: UNDP-Madagascar, the Ministry in charge of Land Use Management, the Ministry of Agriculture, GIZ, WWF Madagascar, and other key organizations yet to be determined. Non-state stakeholders will also be represented on the Project Board, namely from the private sector, academic and research institutions, NGOs, and CSOs.

142. The Project Board will be responsible for making management decisions for the project, in particular when guidance is required by the Project Manager including recommendation for UNDP/Implementing Partner approval of project plans and revisions. The Project Board will play a critical role in project monitoring and evaluations by assuring the quality of these processes and associated products, and by using evaluations for improving performance, accountability and learning. Specifically, the Board will review progress and evaluation reports, and approve programmatic modifications to project implementation, as appropriate and in accordance to UNDP procedures. The Project Board will also ensure that the required resources are committed on a timely basis. The Project Board will also arbitrate any conflicts within the project, facilitate negotiations to a good resolution of issues, and approve the appointment and responsibilities of the Project Manager and the delegation of project assurance responsibilities.

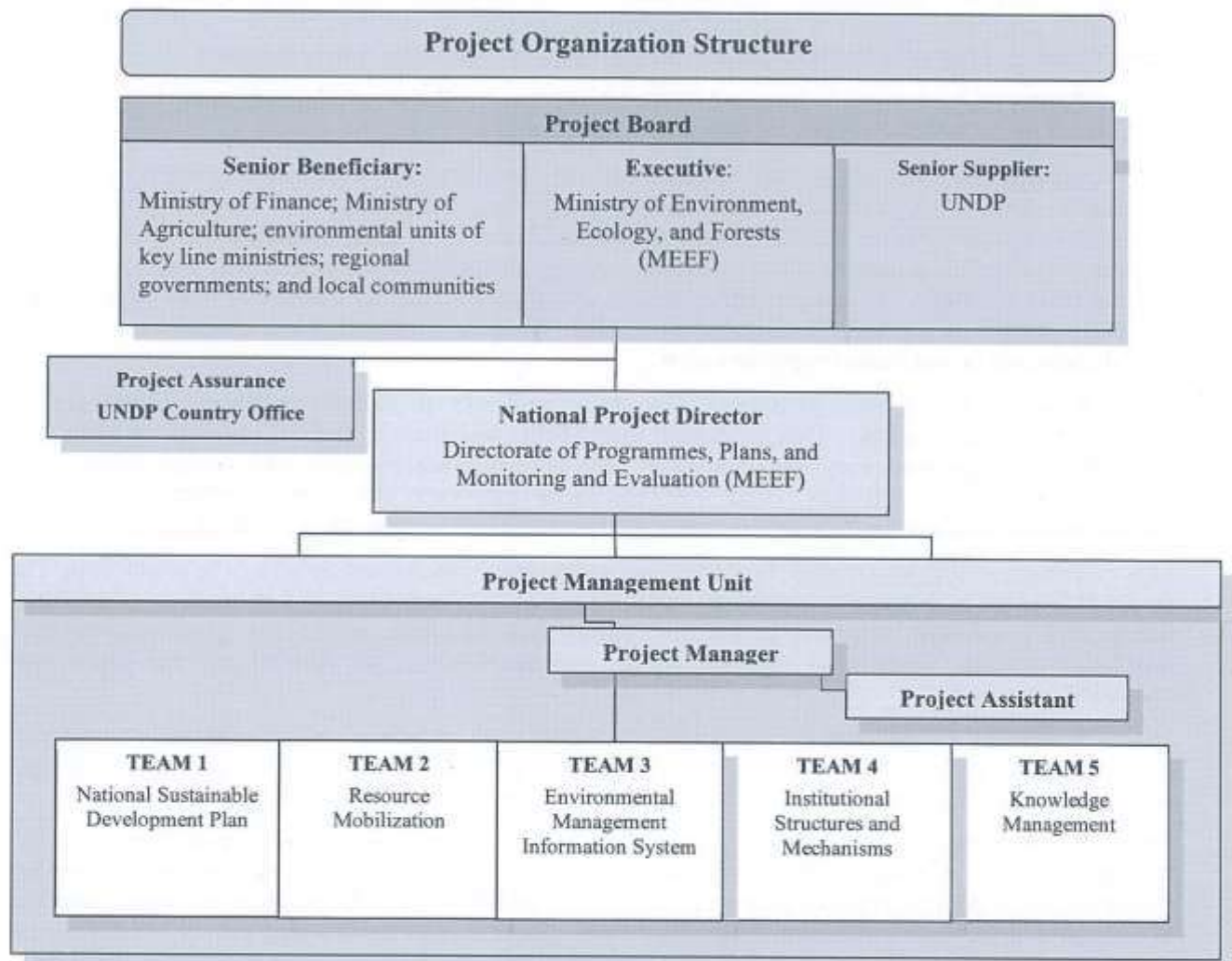
143. The Project Board will meet twice per year at the UNDP Country Office Headquarters. Meetings will be co-financed by UNDP. The first such meeting will be held within the first six (6) months of the start of project implementation. At the initial stage of project implementation, the Project Board may, if deemed advantageous, wish to meet more frequently to build common understanding and to ensure that the project is initiated properly. In order to ensure UNDP's ultimate accountability for project results, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency, and effective international competition. In the event that consensus cannot be reached, the final decision will rest with UNDP/GEF.

144. The **UNDP Country Office** will monitor the implementation of the project, review progress in the realization of the project outputs, and ensure the proper use of UNDP-GEF funds. Working in close cooperation with MEEF, the UNDP Country Office (CO) will provide support services to the project - including procurement, contracting of service providers, human resources management and financial services - in accordance with the relevant UNDP Rules and Procedures and Results-Based Management (RBM) guidelines, as well as the applicable NIM modality for this project. Specifically, the UNDP CO will be responsible for: (i) providing financial and audit services to the project; (ii) recruitment and contracting of project staff that does not fall under MEEF; (iii) overseeing financial expenditures against project budgets; (iv) appointment of independent financial auditors and evaluators; and (v) ensuring that all activities, including procurement and financial services, are carried out in strict compliance with UNDP and GEF procedures. Strategic oversight and technical support to the project will be provided by the UNDP-GEF Regional Technical

h 3 4



Advisor (RTA) responsible for the project. The project organization structure is as follows:



145. **Senior Supplier:** The primary function of the Senior Supplier is to provide guidance regarding the technical feasibility of the project. This includes technical guidance on designing, developing, facilitating, procuring, and implementing the project.

146. **Senior Beneficiary:** These individuals represent the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function is to ensure the realization of project results from the perspective of project beneficiaries. These individuals will validate the needs and monitor the proposed solutions to ensure that those needs are met within the provisions of the project.

147. **National Project Director:** A senior government official will be designated at the National Project Director (NPD) and will be responsible for management oversight of the project. The NPD will devote a significant part of his/her working time on the project. In the fulfilment of his/her responsibilities, the NPD will be supported by the Project Board and a part-time Project Manager.

148. **Project Manager:** The Project Manager will run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Project Board. The Project Manager function will end when the final project terminal evaluation report and other documentation required by the GEF and UNDP, has been completed and submitted to UNDP (including operational closure of the project).

*Handwritten signature and initials.*



149. Project Management Unit: In consultation with the MEEF, UNDP will establish a Project Management Unit for the day-to-day management of project activities and subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs. The PMU will be administered by a part-time Project Manager and supported by a part-time Project Assistant.

150. Project Assurance will be provided by the UNDP Country Office. Additional quality assurance will be provided by the UNDP Regional Technical Advisor as needed.

151. Consultants: The project will contract national specialists as consultants to provide specialized expertise to carrying out project activities outlined in components 1, 2, 3, 4 and 5. This will include drafting technical texts that serve as discussion material for the learning-by-doing workshops, as well as being presenters and resource persons for the awareness-raising dialogues. The project will also contract two international consultants. An independent evaluation consultant to undertake a final evaluation of the project three (3) months prior to project closure will be recruited. The project will also recruit a technical specialist to provide guidance during project implementation.

152. Capacity Development Activities: The project will take an adaptive collaborative management approach to implementation. That is, UNDP and MEEF will manage project activities in order that stakeholders are involved early and throughout project implementation, providing regular input of the performance of project activities. This will help signal unforeseen risks and contribute to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.

153. Technical Working Groups: Five working groups (one for each component) will be established. The groups will be led by a specialist contracted under the project, and each group will be made up of a team of independent consultants, technical government agency representatives, as well as representatives from stakeholder groups. Consultants will facilitate the implementation of the relevant activities under their respective component.

154. A group of independent specialists will be established on an *ad hoc* basis to undertake peer-reviews on specific products and issues. A series of consultative workshops will be organized to present draft project outputs, obtain technical reviews and enhance information sharing among stakeholders.

155. UNDP Direct Project Services as requested by Government (if any): will be charged in line with GEF Specific guidance and the Letter of Agreement (Annex 9). Following consultations on the project implementation UNDP and the Government agreed that the UNDP country office will provide support services to the project at the request of the Implementing Partner. These support services may include assistance with reporting requirements, procurement and direct payments. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened.

156. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

- a. Identification and/or recruitment of project and programme personnel;
- b. Identification and facilitation of training activities
- c. Procurement of goods and services;

157. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures

158. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: In order to accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in

h z y



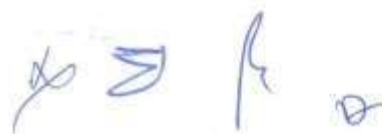
accordance with relevant policies notably the UNDP Disclosure Policy<sup>14</sup> and the GEF policy on public involvement<sup>15</sup>.

159. UNDP has a common operational framework for transferring cash to government and nongovernment Implementing Partners, namely the Harmonized Approach to Cash Transfers (HACT). This approach requires a micro assessment of the Implementing Partner, performed by a third party service provider. UNDP uses the overall risk rating provided by the questionnaire to determine the appropriate cash transfer modality for the Implementing Partner. The HACT assessment was completed in March 2015 and the results appear in Annex 9.

---

<sup>14</sup> See [http://www.undp.org/content/undp/en/home/operations/transparency/information\\_disclosurepolicy/](http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/)

<sup>15</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)



## I. FINANCIAL PLANNING AND MANAGEMENT

### I.1 Co-financing

160. Co-financing to the project is a mix of cash and in-kind, the latter reflected by the active engagement of sufficiently large numbers of government staff in the learning-by-doing workshops. Although not costed, the sustainable development baseline is significant and reflected by the important number of projects and activities that are outlined in section A.4. The actual realization of project co-financing will be monitored during the terminal evaluation process and will be reported to the GEF. See Annex for copies of the co-financing letters.

161. UNDP cash co-financing (US\$ 200,000) will be used to support project management functions as well as support the implementation of a number project activities in the technical components, such as the preparation of materials for the technical workshops as well as to help strengthen engagement in these and other workshops.

162. In-kind co-financing is also being provided by the Government of Madagascar to the order of US\$ 400,000. This financing is estimated on the basis of the engagement that staffs from various ministries and their respective directorates will participate in various project activities, in particular the learning-by-doing workshops and consultations. The government will also host many of the workshops in their premises, both in Antananarivo and in the regions and communities where many of the field-based activities will be carried out.

163. The GIZ is also contributing Euros 8,690,000 (US\$ eq. 9,200,000<sup>16</sup>) as in-kind co-financing to the project. Of these funds, US\$ 1.2 million has been identified as directly supporting CCCD projects, with the balance of the funds to be programmed at later dates on GIZ activities that will contribute to related CCCD project outcomes. At the time of each project output (see Section I.5), the MEEF and UNDP will agree with GIZ on how best to allocate project financing in order to maximize impact of the relevant set of capacity building activities.

Sources of Co-Financing	Cash (US\$)	In-Kind (US\$)	Total (US\$)
UNDP	200,000	-	200,000
Government: Ministry of Environment, Ecology, and Forests	-	400,000	400,000
GIZ (estimated at project start)	-	1,200,000	1,200,000
GIZ (unallocated co-financing)	-	8,000,000	8,000,000
<b>TOTAL</b>	<b>200,000</b>	<b>9,600,000</b>	<b>9,800,000</b>

164. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the Project Board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF:

- Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;
- Introduction of new budget items/or components that exceed 5% of original GEF allocation.

165. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g., UNDP TRAC or cash co-financing).

166. Refund to Donor: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

<sup>16</sup> This conversion is based on rates from April 7, 2017.

h 2 4



167. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

168. Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

169. Financial completion: The project will be financially closed when the following conditions have been met:

- a. The project is operationally completed or has been cancelled;
- b. The Implementing Partner has reported all financial transactions to UNDP;
- c. UNDP has closed the accounts for the project;
- d. UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

170. The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

## **I.2 Incremental Cost Reasoning**

171. The incremental cost of this project is based on an important baseline; the Government's past investments in the existing databases and information systems; sustainable development plans; and institutional structures and mechanisms for mainstreaming and enforcing Rio Conventions obligations. The government is also making available significant resources in terms of the participating government agencies, departments, and information systems that will participate in the capacity building and organization restructuring activities of the project. Additionally, the incremental cost of this project is based the main criterion that the co-financing achieves an equal share of the GEF increment.

172. Generally, the technical portion of the GEF increment will be used to support global environmental outcomes. However, for a number of capacity development activities under this project, it is difficult to clearly distinguish activities that will deliver global environmental benefits and those that should be undertaken in the country's own sustainable development interest. Unless such a distinction can be made, the average cost of project activities will be equally shared by both sources of funds.

## **I.3 Cost Effectiveness<sup>17</sup>**

173. The cost-effectiveness of this project is demonstrated by the efficient allocation and management of financial resources. The recruitment of consultants under the project will be financed by the GEF contribution, reducing the transaction costs associated when contracting consultants through multiple sources of finances.

174. Another important indicator of cost-effectiveness is the very low percentage of the GEF grant being used for project management, which is approximately 8.7% of the total GEF allocation. Similarly, with respect to the project co-financing, an estimated 7.8% is allocated to project management. Notwithstanding, these estimates are on the low end, taking into account that the project management cost of the GIZ cost-financing.

<sup>17</sup> See GEF Council Paper GEF/C.25/11 April 29, 2005 on Cost Effectiveness Analysis in GEF Projects.

Handwritten signature or initials in blue ink.

Another indicator of cost-effectiveness is the leveraging power of the GEF resources. That is, for every dollar of financed by the GEF, an additional US\$ 2 are raised (see Annex 11).

175. The project will also ensure cost-effectiveness through integrating project activities with those of development partners to achieve cost-effectiveness and capitalize on synergies. Given the number of ongoing projects in the country, careful attention will be given to coordinating project activities in such a way that activities are mutually supportive and opportunities capitalized to realize synergies and cost-effectiveness. Working with existing organizations (especially NGOs) as delivery mechanisms for project support to commune stakeholders will allow the project to capitalize on their expertise and their relationship with the community.

176. Finally, lessons learned from baseline projects will be incorporated into the project implementation so that GEF resources can be used in the most efficient manner. Cost effectiveness was initially increased during the PPG Phase by incorporating lessons learned to inform the project design.

#### **I.4 Project Outcome/Output Budget**

177. During early project implementation, a project outcome and output budget will be prepared by the Project Manager on an annual basis (see paragraph 122). This budget will be based on consultations with project partners and include an estimate of their in-kind contribution. This annual exercise will allow for a more accurate and realistic estimate of the in-kind contribution from the MEEF, which will account for, among others, the overhead costs of convening meetings and workshops at government venues and the time of government staff's participation in workshops and field missions. The annual outcome and output budget will be reconciled with the annual input budget and work plan.

h = 7/8



## 1.5 Total Input Budget and Work Plan

Total Budget and Work Plan			
Atlas <sup>18</sup> Proposal or Award ID:	00104056	Atlas Primary Output Project ID:	00105788
Atlas Proposal or Award Title:	Strengthening national capacities to meet global environmental obligations with the framework of sustainable development priorities		
Atlas Business Unit	MDG10		
Atlas Primary Output Project Title	Strengthening national capacities to meet global environmental obligations with the framework of sustainable development priorities		
UNDP-GEF PIMS No.	5582		
Implementing Partner	Ministry of Environment, Ecology, and Forests (MEEF)		

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note
OUTCOME 1: A national sustainable development strategy/plan fully integrates Rio Convention obligations	MEEF	62000	GEF	71400	Contractual Services: Individual	46,500	51,500	20,000	20,000	5,000	143,000	1
				71200	International Consultants	10,000	10,000	10,000	10,000	5,000	45,000	2
				71600	Travel	5,000	5,000	3,000	3,000	2,000	18,000	3
				75700	Training, Workshops and Confer	12,000	12,000	6,000	6,000	2,000	38,000	4
				72300	Materials & Goods	1,500	1,500	1,000	1,000	1,000	6,000	5
				GEF Sub-total Outcome 1		75,000	80,000	40,000	40,000	15,000	250,000	
		40000	UNDP	71600	Travel	3,000	3,000	1,500	1,500	500	9,500	3
				74200	Audio Visual & Print Prod Costs	500	500	500	500	500	2,500	6
				75700	Training, Workshops and Confer	8,000	8,000	3,000	3,000	1,000	23,000	4
				UNDP Sub-total Outcome 1		11,500	11,500	5,000	5,000	2,000	35,000	
						Total Outcome 1		86,500	91,500	45,000	45,000	17,000

<sup>18</sup> See separate guidance on how to enter the TBWP into Atlas

4  
5  
6  
7  
8

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note:
OUTCOME 2: The mobilization of financial resources is more sustainable.	MEEF	62000	GEF	71400	Contractual Services: Individual	-	20,000	20,000	30,000	40,000	110,000	1
				71200	International Consultant	-	2,500	2,500	2,500	2,500	10,000	2
				71600	Travel	-	1,000	1,000	1,000	1,000	4,000	3
				75700	Training, Workshops and Confer	-	1,000	1,000	1,000	1,000	4,000	4
				72300	Materials & Goods	-	500	500	500	500	2,000	5
				GEF Sub-total Outcome 2			25,000	25,000	35,000	45,000	130,000	
				71600	Travel	-	500	500	500	1,000	2,500	3
				74200	Audio Visual & Print Prod Costs	-	500	500	500	1,000	2,500	6
		40000	UNDP	UNDP Sub-total Outcome 2			1,000	1,000	1,000	2,000	5,000	
				Total Outcome 2			26,000	26,000	36,000	47,000	135,000	
OUTCOME 3: An Environmental Management System is established for improved monitoring and assessment of global environmental trends at the national level.	MEEF	62000	GEF	71400	Contractual Services: Individual	38,000	68,000	43,000	34,000	18,000	201,000	1
				71200	International Consultant	5,000	10,000	10,000	10,000	10,000	45,000	2
				71600	Travel	5,000	5,000	5,000	5,000	5,000	25,000	3
				75700	Training, Workshops and Confer	11,000	25,000	20,000	20,000	11,000	87,000	4
				72300	Materials & Goods	1,000	2,000	2,000	1,000	1,000	7,000	5
				72800	Information Technology Equipment	-	150,000	50,000	30,000	5,000	235,000	7
				GEF Sub-total Outcome 3			60,000	260,000	130,000	50,000	600,000	
				71600	Travel	2,000	2,000	2,000	2,000	2,000	10,000	3
		40000	UNDP	74200	Audio Visual & Print Prod Costs	500	500	500	500	500	2,500	6
				75700	Training, Workshops and Conferences	3,500	3,500	3,500	3,500	3,500	17,500	4
UNDP Sub-total Outcome 3				6,000	6,000	6,000	6,000	30,000				
Total Outcome 3				66,000	266,000	136,000	106,000	56,000	630,000			



GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note:
OUTCOME 4: Institutional structures and mechanisms strengthened for mainstreaming and enforcing Rio Conventions compliance within sector and regional development planning frameworks	MEEF	62000	GEF	71400	Contractual Services: Individual	25,000	20,000	63,000	14,000	185,000		1
				71200	International Consultant	5,000	5,000	10,000	5,000	35,000		2
				71600	Travel	5,000	5,000	15,000	2,000	42,000		3
				75700	Training, Workshops and Conferences	4,000	4,000	11,000	3,000	33,000		4
				72300	Materials & Goods	1,000	1,000	1,000	1,000	5,000		5
				GEF Sub-total Outcome 4			40,000	100,000	100,000	25,000	300,000	
				71600	Travel	500	500	2,500	500	8,000		3
				74200	Audio Visual & Print Prod Costs	500	500	500	500	2,500		6
			UNDP	75700	Training, Workshops and Conferences	1,000	3,500	4,500	1,000	14,500		4
				UNDP Sub-total Outcome 4			2,000	7,500	2,000	25,000		
		40000	MEEF	Total Outcome 4			42,000	107,500	107,500	27,000	325,000	
				71400	Contractual Services: Individual	82,000	39,000	34,000	19,000	43,000	217,000	1
				71200	International Consultant	10,000	10,000	10,000	10,000	50,000		2
				71600	Travel	12,000	10,000	10,000	12,000	54,000		3
				72100	Contractual Services: Companies:	20,000	-	-	20,000	40,000		8
				74200	Audio Visual & Print Prod cost	6,000	6,000	6,000	15,000	39,000		9
				75700	Training, Workshops and Conferences	20,000	20,000	20,000	20,000	100,000		4
				GEF Sub-total Outcome 5			150,000	85,000	65,000	120,000	500,000	
OUTCOME 5: Public awareness and sensitization on Rio Convention on mainstreaming	MEEF	62000	GEF	71600	Travel	12,000	10,000	10,000	10,000	54,000		3
				72100	Contractual Services: Companies:	20,000	-	-	20,000	40,000		8
				74200	Audio Visual & Print Prod cost	6,000	6,000	6,000	15,000	39,000		9
				75700	Training, Workshops and Conferences	20,000	20,000	20,000	20,000	100,000		4
				GEF Sub-total Outcome 5			150,000	85,000	65,000	120,000	500,000	
			UNDP	71600	Travel	6,000	6,000	6,000	6,000	30,000		3
				74200	Audio Visual & Print Prod Costs	1,000	1,000	1,000	1,000	5,000		6
		40000	MEEF	Total Outcome 4			42,000	107,500	107,500	27,000	325,000	
				71400	Contractual Services: Individual	82,000	39,000	34,000	19,000	43,000	217,000	1
				71200	International Consultant	10,000	10,000	10,000	10,000	50,000		2
				71600	Travel	12,000	10,000	10,000	12,000	54,000		3
				72100	Contractual Services: Companies:	20,000	-	-	20,000	40,000		8
				74200	Audio Visual & Print Prod cost	6,000	6,000	6,000	15,000	39,000		9
				75700	Training, Workshops and Conferences	20,000	20,000	20,000	20,000	100,000		4
				GEF Sub-total Outcome 5			150,000	85,000	65,000	120,000	500,000	

24

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note:
					Training, Workshops and Conferences	8,000	8,000	8,000	8,000	8,000	40,000	4
					UNDP Sub-total Outcome 5	15,000	15,000	15,000	15,000	15,000	75,000	
					Total Outcome 5	165,000	100,000	95,000	80,000	135,000	575,000	
					Local Consultants: Project Manager and Assistant	24,000	24,000	24,000	24,000	24,000	120,000	10
					Audio Visual & Print Prod Costs	500	500	500	500	500	2,500	6
					International Consultant	-	-	-	-	25,000	25,000	11
					Supplies	500	500	500	500	500	2,500	12
					Travel	-	-	-	-	5,000	5,000	13
					Professional Services	500	500	500	500	500	2,500	14
					Services to projects - Gof for CO and handle	1,500	1,500	1,500	1,500	1,500	7,500	15
					Transport, Shipping	1,000	1,000	1,000	1,000	1,000	5,000	16
					GEF Sub-total PM	28,000	28,000	28,000	28,000	58,000	170,000	
					Salaries Costs: GS Staff	-	-	-	-	5,000	5,000	17
					Training, Workshops and Conferences	500	500	500	500	500	2,500	4
					Audio Visual & Print Prod Costs	500	500	500	500	500	2,500	6
					Travel	2,000	2,000	2,000	2,000	2,000	10,000	19
					Miscellaneous Expenses	500	500	500	500	500	2,500	18
					Professional Services	500	500	500	500	500	2,500	14
					Transport, Shipping and handle	1,000	1,000	1,000	1,000	1,000	5,000	16
					UNDP Sub-total PM	5,000	5,000	5,000	5,000	5,000	30,000	
					Total Project Management	33,000	33,000	33,000	33,000	68,000	200,000	
					GEF TOTAL	353,000	513,000	403,000	368,000	313,000	1,950,000	



GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note:
UNDP TOTAL						39,500	44,500	39,500	39,500	37,000	200,000	
PROJECT TOTAL						392,500	557,500	442,500	407,500	350,000	2,150,000	

#### Budget Notes:

1	National consultants to prepare technical analyses
2	Chief Technical Advisor to provide technical backstopping
3	Travel for stakeholder consultations
4	Consultations with expert informants on policy issues; Venues for learning-by-doing workshops, exercises, and related stakeholder gatherings; Learning-by-doing workshops on resource mobilization strategies, Technical training workshops on the EMIS operation
5	Securing and preparation of technical materials
6	Equipment needed for presentations at workshops and meetings
7	Procurement of information communication technology necessary to set up the EMIS
8	Collection of baseline and end-of-year survey responses
9	Printing costs of key project reports
10	Part-time Project Manager and Part-time Project Assistant
11	Independent consultant to conduct the terminal evaluation
12	Project Management Unit supplies
13	Travel for the international consultant
14	Audit cost
15	Direct Project Services Cost: per Letter of Agreement ANNEX 8. DPC are the costs of administrative services (such as those related to human resources, procurement, finance, and other functions) provided by UNDP in relation to the project. Direct project costs will be charged based on the UNDP Universal Price List or the actual corresponding service cost, in line with GEF rules on DPCs. The amounts indicated here are estimations. DPCs will be detailed as part of the annual project operational planning process and included in the yearly budgets. DPC costs can only be used for operational cost per transaction. DPCs are not a flat fee.
16	Local transportation in Antananarivo for project staff
17	UNDP Support to the Project Management Unit
18	Miscellaneous expenses
19	Travel cost

## J. LEGAL CONTEXT

178. This document together with the CPAP signed by the Government and UNDP, which is incorporated by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (signed in January 2017) and all CPAP provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

179. The implementing partner will put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; as well as assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

180. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

181. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP/GEF hereunder do not appear on the list maintained by the Security Council Committee established pursuant to Resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document. The list can be accessed via:

<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

### Communications and Visibility Guidelines:

182. Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

183. Full compliance is required with UNDP's Branding Guidelines and UNDP logo. These can be accessed at the links in the table below. These guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo.

184. Full compliance is also required with the GEF's Communication and Visibility Guidelines (the GEF Guidelines). The GEF Guidelines can be accessed at the link in the table below. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

185. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

Table 5: Branding and Logo links

On UNDP Branding	<a href="http://intra.undp.org/coa/branding.shtml">http://intra.undp.org/coa/branding.shtml</a>
On the UNDP Logo	<a href="http://intra.undp.org/branding/useOfLogo.html">http://intra.undp.org/branding/useOfLogo.html</a>
On the GEF Logo	<a href="http://www.thegef.org/gef/GEF_logo">http://www.thegef.org/gef/GEF_logo</a>
GEF Communications Strategy	<a href="http://bit.ly/1RxAg0D">http://bit.ly/1RxAg0D</a>

h z h



**K. ANNEXES**

- Annex 1: Evaluation Plan**
- Annex 2: Provision Multi-year Work Plan**
- Annex 3: Capacity Development Scorecard**
- Annex 4: UNDP Social and Environmental Screening Procedures SESP**
- Annex 5: UNDP Project Quality Assurance Report**
- Annex 6: Terms of References**
- Annex 7: Standard letter of agreement between UNDP and Government**
- Annex 8: Capacity assessment results: implementing partner and HACT micro assessment**
- Annex 9: References**
- Annex 10: Unofficial translation of co-financing letters**

Handwritten signatures and initials in blue ink, including a stylized 'S' and 'Z' followed by 'h' and 's'.

**Annex 1: Evaluation Plan**

Evaluation Title	Planned start date Month/year	Planned end date Month/year	Included in the Country Office Evaluation Plan	Budget for consultants	Other budget (i.e., travel, site visits etc...)	Budget for translation
Terminal Evaluation	February 2022	August 2022	Yes	US\$ 20,000	US\$ 5,000	US\$ 5,000
Total evaluation budget				US\$ 30,000		

h 3 4 2



**Annex 2: Provisional Multi-year Work Plan**

Attached as a separate file

Handwritten notes in blue ink on the right margin, including a triangle, a checkmark, a square, and a cross.

### Annex 3: Capacity Development Scorecard

**Project Name:** Strengthening national capacities to meet global environmental obligations with the framework of sustainable development priorities  
**Project Cycle Phase:** Project Preparation (PPG)  
**Date:** March 2017

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
<b>CR 1: Capacities for engagement</b>						
Indicator 1 – Degree of legitimacy/ mandate of lead environmental organizations	Organizational responsibilities for environmental management are not clearly defined	0	1	<p>The key institution governing the environmental sector in Madagascar is the Ministry of Environment, Ecology and Forests. It is responsible for the development and implementation of all national environmental policy as well as the implementation of projects and programmes related to the environment.</p> <p>However, in practice the MEEF's effectiveness is limited by inefficient institutional arrangements, resource constraints, and insufficient technical capacity.</p> <p>The failure of MEEF to operate in a holistic and coordinated way has resulted in a void in leadership that other agencies in areas such as mining and coastal resource management are beginning to fill.</p> <p>The change of government has also brought changes in priorities, and environmental conservation features much lower on the new transitional government's agenda.</p>	<p>The project will address the issue of legitimacy and institutional mandates. The capacity of lead environmental organizations and individual capacities will be strengthened and there will be a comprehensive updating and streamlining of environmental mandates.</p>	1, 4
	Organizational responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
	No co-management mechanisms are in place	0				
Indicator 2 – Existence of operational co-management mechanisms	Some co-management mechanisms are in place and operational	1	1	<p>The Ministry of Environment, Ecology and Forests is responsible for coordinating with other agencies in different sectors and integrating its activities within Madagascar's larger development priorities. In addition to poor internal coordination, MEEF suffers from poor inter-sector</p>	<p>The project will place significant emphasis on consensus building and collaboration on the shared access to data and information. Reformed inter-ministerial and inter-</p>	4

Handwritten signature and initials.



Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2		communication and coordination with other line ministries and agencies. Overlapping and poorly defined mandates within MEEF and external organizations only serve to complicate the situation.	agency coordinating mechanisms will be developed.	
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	1	There are a number of permanent and <i>ad hoc</i> inter-sectoral structures and platforms that are designed to serve as an interface for environmental authorities, line ministries, decentralized structures, and other relevant stakeholders in order to integrate environmental considerations within sectoral development.	From the onset of project implementation, stakeholder representatives will be engaged in a regular process of consultation and participation in substantive project activities, in large part as project partners. They will participate in the training and learn-by-doing exercises.	4
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 5 – Access and sharing of environmental information by stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0	0	There is low awareness of critical environmental issues and the linkages with socio-economic development. This is particularly troublesome amongst policy and decision-makers at the central and	The project envisages involving as many stakeholders as possible in various activities in order to	5

Handwritten notes: 2, 4, 5

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
Indicator 5 – Access to environmental information by stakeholders	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1	3	Regional levels; however awareness amongst other stakeholders in civil society; the private sector, media, research institutions and local communities could also be improved, particularly with regard to the Rio Conventions.	Increase the number of people who have an improved understanding and value of the global environment to national development priorities. The project will also assess baseline awareness as well as end-of-project awareness of stakeholders in order to make some statement that awareness is increasing. However, this may not be fully attributable to the CCD project.	
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	2				
	Stakeholders know how to participate in the possible solutions but do not	3				
	The environmental information needs are not identified and the infrastructure is inadequate	0				
and sharing of environmental information by stakeholders	The environmental information needs are identified but the infrastructure is inadequate	1	1	There is an inadequate system for information and knowledge management and poor information sharing between or within sectors despite the existence of various committees and environmental units. In theory, mechanisms such as the dissemination of environmental information to relevant stakeholders; however capacity deficiencies and budget shortfalls have limited their effectiveness.	The project will facilitate collaborative arrangements among stakeholders to secure low cost and barrier-free access and sharing of information, reinforced through agreements. The EMIS will include an internet-interface that is user-friendly for access data and information relevant to the three Rio	3
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the infrastructure to manage and	2				
	The environmental information needs are identified but the infrastructure is inadequate	1				
	The environmental information needs are not identified and the infrastructure is inadequate	0				



Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	give information access to the public is limited					
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3		among others, has resulted in the isolation of many stakeholders, particularly those in rural regions. Furthermore, withholding of information, whether it be by design or unintentional, has the major long-term repercussions for the efficient management the limited financial resources.	Conventions, among other MEAs.	
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0	1	Although there are training institutions that focus on environmental management, educators in schools and university often lack sufficient knowledge on the issue as in the case with climate change and its causes, effects, and outcomes. Practical activities in educational and cultural centers have been hampered due to inadequate funding.	The project will undertake some sensitization workshops that will involve the wider public. A number of the project trainings could be carried out at the university. Consultations will be undertaken to facilitate the adoption of the existing Rio Convention curricula.	5
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 7 – Extent of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0	1	Although numerous research organizations and research-supporting partnerships exist in Madagascar, there is a need for stronger ties between scientific research and policy-and decision-making. Often local government agencies do not have enough technically trained staff to collect all the	As part of the environmental management information system, the importance of using data for decision-making will be part of the training and sensitization	3, 5
	Research needs for environmental policy development are identified but are not translated into relevant	1				

3  
2  
1

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	research strategies and programmes			data and information needed to support policy and decision-making.	workshops. This will be strengthened by building the capacity of staff to manage data for policy and strategy formulation.	
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2				
	Relevant research results are available for environmental policy development	3				
	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0				
CR 3: Capacities for strategy, policy and legislation	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1	1	There has been a move to integrate modern legislation with traditional customs, however, according to a recent World Bank analysts, modern Malagasy legislation focuses on prescriptions and prohibitions; the prevailing 'command and control' approach often results in conflicts with inter-agency coordination and communication is limited local communities are insufficiently included in the process.	The project will encourage the documentation of traditional knowledge as part of the data and information management, which is in line with the CBD.	3
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
	The environmental planning and strategy development process is not coordinated and does not	0				
Indicator 9 – Extent of the environmental planning and strategy	The environmental planning and strategy development process is not coordinated and does not	0	2	The country uses an ad-hoc approach to developing legislation which helps explain the enormity of the regulatory framework and its general incoherence. Another	The project will strengthen coordination across key ministries. This	1, 3, 4



Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
development process	produce adequate environmental plans and strategies			problem stemming from the poor harmonization of legislation is the ambiguity regarding scope and responsibility for enforcement. The result of which is a highly fragmented framework with considerable confusion over responsibilities and mandates, and a system that is highly vulnerable to corruption and parties choosing to undertake illicit activities. Another limitation the policy formulation process in Madagascar is that it is not sufficiently inclusive with regard to stakeholder engagement.	process will help coordinate environmental planning and decision-making. Establishment of the EMIS will also provide a strong tool to promote coordination.	
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2				
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	1	Madagascar's regulatory framework governing the environmental sector contains hundreds of laws, decrees, and orders with relatively poor harmonization and a large degree of ambiguity, redundancy, and conflict. Despite the challenges it faces, Madagascar has acknowledged the environmental threats that it faces and demonstrated a desire to address them through the preparation of various programmes, policies, plans, and strategies as well as the ratification of numerous multilateral environmental agreements. Up until recently, environmental issues where	Networking amongst the different actors will be encouraged through this project. Policy guidelines and public awareness materials as well as in-depth analysis of best practices will lead to better enforcement of the existing environmental policies and strategies	1, 4, 5
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2				





Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	The resource requirements are known but are not being addressed	1		and recruit new staff, and thus their overall effectiveness. Donors have provided significant investments to strengthen Madagascar's capacities to meet global environmental obligations.	medium-, and long-term. A resource mobilization strategy for financial sustainability will be developed and tested.	
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	0	There is insufficient staff to cover the vast territory and complexity of ecosystems, inadequate technical skills or incentivized opportunities for technical training, and a loss of staff and lowered morale in line ministries compared to better resourced agencies  Local government agencies do not have enough technically trained staff to collect all the data and information needed to support even policy decisions, and the acquisition of new skills is not highly sought after by technicians who do not receive adequate compensation after completion of training. There are also few incentives to discourage institutional memory loss in the public sector and NGOs.	The project is strategically designed to build the technical capacities of a large number of governmental staff in order that these skills are in-house. Targeted training will be undertaken through learning-by-doing.	1, 3, 4, 5
	The required skills and technologies needs are identified as well as their sources	1				
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
CR 5: Capacities to monitor and evaluate						
Indicator 14 – Adequacy of the	Irregular project monitoring is being done without an adequate	0	0	Madagascar has created some environmental monitoring and reporting	The EMIS will encompass a set of	3,4

2  
M  
2

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
project/programme monitoring process	<p>monitoring framework detailing what and how to monitor the particular project or program</p> <p>An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted</p> <p>Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team</p> <p>Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action</p>	<p>1</p> <p>2</p> <p>3</p>		<p>systems to measure environmental degradation and the results of conservation activities, however there are also important gaps in monitoring, technical capacity, and funding. Furthermore, there is a need for greater overall coordination and synchronization of the various monitoring systems that exist.</p>	<p>integrated databases, tracking protocols, and programme evaluation procedures for to assess effectiveness and sustainability.</p>	
Indicator 15 – Adequacy of the project/programme evaluation process	<p>None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources</p> <p>An adequate evaluation plan is in place but evaluation activities are irregularly conducted</p> <p>Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team</p> <p>Effective evaluations are conducted timely and accurately and are used by the implementation team and the</p>	<p>0</p> <p>1</p> <p>2</p> <p>3</p>	0	<p>The political crisis has posed challenges for monitoring and evaluation of programmes and activities in many organizations.</p>	<p>Part of the training on the use of the EMIS will include how to use data and information to assess trends and progress to decisions. The learn-by-doing exercises will help government staff to think critically.</p>	3,4



Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities					

D  
 H  
 W  
 A

Environmental and Social Review Criteria

Project Information	
Project Title	Strengthening national capacities to meet global environmental obligations with the framework of sustainable development priorities
Project Number	5582
Location (Global/Region/Country)	Madagascar

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How does the project integrate the overarching principles in order to strengthen social and environmental sustainability?

*Briefly describe in the space below how the project mainstreams the human-rights based approach*

The project mainstreams the human-rights based approach through significant participation and engagement of all stakeholders beginning with project design, and including implementation, monitoring and adaptive collaborative management of the project. Stakeholders will be invited to participate in capacity development activities and the project will cultivate an enabling environment for active stakeholder engagement in natural resource management. As part of the project formulation phase, consultations were held with a broad group of stakeholders to build an understanding of the challenges and barriers to strong environmental policy, compliance, data and information management, and more effective decision-making for the global environment, (i.e., the baseline of the project).

One assumption of the project strategy is that in-depth consultations during the formulation of the project will enhance the transparency and legitimacy of the proposed activities (although the latter may and should be adapted to ensure that the rights of the stakeholders is preserved and/or strengthened). Additionally, component 5, which focuses on improving awareness of global environmental values and knowledge management, allows for a multi-dimensional approach that includes stakeholder engagement and awareness programs with the private sector, the media, civil society, academia and local organizations.

The project's extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues aim to engage as many people as possible in order to reduce the risk of marginalizing stakeholders and integrating their different perspectives into as many activities as possible.

*Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment*



Gender equality concerns have been taken into account, and as a result, the monitoring of key indicators, such as the gender balance in capacity development activities and the extent to which gender issues shape workshop deliberations and recommendations, are included in the project. This will include promoting gender parity, including the promotion of gender equality in environmental management, and the empowerment and participation of women in environmental management.

***Briefly describe in the space below how the Project mainstreams environmental sustainability***

This project directly responds to the GEF-funded 2014 National Capacity Self-Assessment (NCSA). Additionally, the project responds to national priorities, policies, and strategies such as the UNDAF, the National Action Plan to Combat Desertification and Drought, the National Action Plan for Climate Change Adaptation in Madagascar (2006), the National Education Policy on the Environment for Sustainable Development (2013), the Second National Communication (2010), the NBSAP, and the 2013 Environment Charter and the National Environment Policy (2010), which are the two main policy instruments that define the vision and priorities of good governance and the management of Madagascar's environment and natural resources. This project is also aligned with the National Development Plan that was called for in the 2014 NCSA, as well as the post-2015 Sustainable Development Goals.

The Rio Conventions will serve as analytical frameworks for identifying global environmental criteria and indicators and will be linked to sustainable development objectives and other indicators in Madagascar. Through learning-by-doing training, a national sustainable development strategy which fully integrates Rio Convention obligations, an Environmental Management Information System, and improved institutional structures and mechanisms for mainstreaming and enforcing Rio Conventions, environmental sustainability will be mainstreamed.

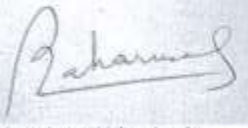
**Part B. Identifying and Managing Social and Environmental Risks**

<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>  <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			
<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>	<p><b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b></p>
<p><b>QUESTION 4: What is the overall Project risk categorization?</b></p>			
<p>Select one (see SESP for guidance)</p>		<p><b>Comments</b></p>	<p>There are two risks: a) a risk that duty-bearers do not have the capacity to meet their obligations in the Project, and b) a risk that there will be indigenous peoples present in the Project area. These risks are minimal and will be mitigated by the project design of inclusion, engagement, and appropriate grievance mechanisms.</p>
<p><b>Low Risk</b></p>		<input checked="" type="checkbox"/>	
<p><b>Moderate Risk</b></p>		<input type="checkbox"/>	
<p><b>High Risk</b></p>		<input type="checkbox"/>	
<p><b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b></p>			
<p>Check all that apply</p>		<p><b>Comments</b></p>	
<p>Principle 1: Human Rights</p>		<input type="checkbox"/>	None required
<p>Principle 2: Gender Equality and Women's Empowerment</p>		<input type="checkbox"/>	None required
<p>1. Biodiversity Conservation and Natural Resource Management</p>		<input type="checkbox"/>	None required
<p>2. Climate Change Mitigation and Adaptation</p>		<input type="checkbox"/>	None required
<p>3. Community Health, Safety and Working Conditions</p>		<input type="checkbox"/>	None required
<p>4. Cultural Heritage</p>		<input type="checkbox"/>	None required
<p>5. Displacement and Resettlement</p>		<input type="checkbox"/>	None required
<p>6. Indigenous Peoples</p>		<input type="checkbox"/>	None required
<p>7. Pollution Prevention and Resource Efficiency</p>		<input type="checkbox"/>	None required

7  
2  
4  
0



*Final Sign off*

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor  Verosoa Raharivelo	10 April 2017	UNDP staff member responsible for the Project, typically a UNDP Programme officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

A  
h  
B  
X

**SESP Attachment 1. Social and Environmental Risk Screening Checklist**

<b>Checklist Potential Social and Environmental Risks</b>	
<b>Principles 1: Human Rights</b>	<b>Answer (Yes/No)</b>
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>19</sup>	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Are there measures or mechanisms in place to respond to local community grievances?	No
6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
7. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
8. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
9. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>	
1. Is there likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
3. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No

<sup>19</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

*Handwritten signature/initials in blue ink.*



1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g., collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g., felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>20</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g., explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g., dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g., collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, and erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g., from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No

<sup>20</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

*Handwritten signatures and initials in blue ink.*



3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g., due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g., knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g., loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>21</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No

<sup>21</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

h 3 4  
D



	<i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Handwritten signature or initials in blue ink.

## Annex 5: UNDP Project Quality Assurance Report

PROJECT MONITORING QA ASSESSMENT GUIDANCE				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGH (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least three criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least three criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> <li><b>APPROVE</b> – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.</li> <li><b>APPROVE WITH QUALIFICATIONS</b> – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.</li> <li><b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.</li> </ul>				
RATING CRITERIA				
STRATEGIC				Rating Score
<p>1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 0-4 that best reflects the project):</p> <ul style="list-style-type: none"> <li><b>4:</b> The project has a theory of change <u>backed by credible evidence</u> specifying how the project will contribute to higher level change through the programme outcome's theory of change. The project document clearly describes why the project's strategy is the best approach at this point in time.</li> <li><b>3:</b> The project has a theory of change, specifying how the project will contribute to higher level change through the programme outcome's theory of change, but this <u>backed by relatively limited evidence</u>. The project document clearly describes why the project's strategy is the best approach at this point in time.</li> <li><b>2:</b> The project has a theory of change describing how the project intends to contribute to development results, but it is <u>not supported by evidence nor linked to higher level results</u> through the programme outcome's theory of change. There is some discussion in the project document that describes why the project's strategy is the best approach at this point in time.</li> <li><b>1:</b> The project does not have a theory of change, but the project document describes in generic terms how the project will contribute to development results. It does not make an explicit link to the programme outcome's theory of change. The project document does not clearly specify why the project's strategy is the best approach at this point in time.</li> <li><b>0:</b> The project does not have a theory of change, and the project document does not specify how the project will contribute to higher level change, or why the project's strategy is the best approach at this point in time.</li> </ul>				3
<p>*Note: Management Action or strong management justification must be given for scores of 0 or 1.</p>				
<p><b>Evidence</b></p> <p>The project aims to remove the barriers identified in the NCSA so that Madagascar can make more informed decisions that affect the global environment and implement resilient, environmentally-friendly and sustainable development. This project is a continuation of a process of capacity building initiatives undertaken in Madagascar with the support of other development partners</p> <p>The project document outlines how the project strategy, e.g., the extensive learning-by-doing, pilot exercise, adaptive collaborative management approach to implementation, and targeted institutional reforms to name a few, will facilitate larger scale and long-term changes. See B.3 Theory of Change. The project document also includes target indicators to assess this outcome.</p>				

h 3/4



<p><b>2. Is the project aligned with the UNDP Strategic Plan? (select the option from 0-4 that best reflects the project):</b></p> <ul style="list-style-type: none"> <li>• <b>4:</b> The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas (sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience); an issues-based analysis has been incorporated into the project design; And the project's RRF includes at least one SP output indicator.</li> <li>• <b>3:</b> The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan; an issues-based analysis has been incorporated into the project design; and the project's RRF includes at least one SP output indicator.</li> <li>• <b>2:</b> The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant.</li> <li>• <b>1:</b> While the project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan, none of the relevant SP indicators are included in the RRF.</li> <li>• <b>0:</b> The project does not respond to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan.</li> </ul>	<p>Rating Score</p> <p>4</p>
<p><b>Evidence</b></p> <p>This project aligns with all three areas of development work per the UNDP Strategic Plan. Evidence of this is found in the various project activities that, through inclusive and collaborative work, will integrate global environmental criteria and indicators into national sustainable development planning frameworks, information management systems, resource mobilization efforts, and monitoring and compliance.</p>	
<p><b>RELEVANT</b></p>	
<p><b>3. Does the project have strategies to effectively identify and engage targeted groups/areas? (select the option from 0-4 which best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>4:</b> The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage specified target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the target group/area will be included in the project's governance mechanism (i.e., project board.)</li> <li>• <b>3:</b> The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage the target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups through project monitoring. Representatives of the target group, will contribute to the project's decision making, but will not play a role in the project's formal governance mechanism.</li> <li>• <b>2:</b> The target groups/areas are appropriately specified and engaged in project design. The project document is clear how beneficiaries will be identified and engaged throughout the project. Collecting feedback from targeted groups has been incorporated into the project's RRF/monitoring system, but representatives of the target group will not be involved in the project's decision making.</li> <li>• <b>1:</b> The target groups/areas are specified, but the project does not have a written strategy to identify or engage the target groups/areas throughout the project.</li> <li>• <b>0:</b> The project has not specified any target group/area that is the intended beneficiary of the project's results.</li> </ul>	<p>Rating Score</p> <p>4</p>
<p><b>Evidence</b></p> <p>The project document clearly defines targeted groups. See Section C.3. The GEF CCCD Strategy emphasizes the requirement that stakeholder representatives actively engage in the full project life cycle in order to strengthen the adaptation of project activities in keeping with project objectives. Periodic monitoring of implementation progress will be undertaken by the UNDP/CO. Furthermore, specific meetings may be scheduled between the PMU, the UNDP/CO and other stakeholders as deemed appropriate and relevant (particularly the Project Board members).</p>	
<p><b>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 0-4 which best reflects this project):</b></p>	<p>Rating Score</p>

*[Handwritten signatures and initials]*



<ul style="list-style-type: none"> <li>• <b>4:</b> Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.</li> <li>• <b>3:</b> The project design references knowledge and lessons learned backed by credible evidence from evaluation, analysis, monitoring and/or other sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives.</li> <li>• <b>2:</b> The project design mentions knowledge and lessons learned backed by relatively limited evidence/sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives.</li> <li>• <b>1:</b> There is only scant mention of knowledge and lessons learned informing the project design. These references are not backed by evidence.</li> <li>• <b>0:</b> There is no evidence that knowledge and lessons learned have informed the project design.</li> </ul>	4
*Note: Management Action or strong management justification must be given for scores of 0 or 1	

#### Evidence

This project design is rooted in a credible assessment of needs (the NCSA and other reports such as the NBSAP and UNDAF) and it responds directly to identified barriers and recommendations. The use of best practices also informs several project activities such as the comprehensive assessment of technical training needs and component 5's awareness raising material. Moreover, the project calls for stakeholders to discuss and agree on best practices for several other activities. The project is designed to coordinate its efforts with, and build upon other initiatives in the area. This project will utilize the knowledge, best practices, and lessons learned from other projects to inform project activities and outcomes, and to improve the overall project.

5. Does the project use gender analysis in the project design and includes special measures/ outputs and indicators to address gender inequities and empower women?	Rating Score
<ul style="list-style-type: none"> <li>• <b>4:</b> Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified and clearly addressed in the design of gender-specific measures/outputs and indicators, where appropriate</li> <li>• <b>3:</b> Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified but only partially addressed in the design of gender-specific measures/ outputs and indicators, where appropriate</li> <li>• <b>2:</b> Partial gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men with constraints identified, but these have <u>not</u> been explicitly addressed in the design of gender-specific measure/outputs and indicators.</li> <li>• <b>1:</b> The project design mentions information and/or data on the differential impact of the project's development situation on gender relations, women and men but the constraints have <u>not</u> been identified and gender-specific intervention has not been considered.</li> <li>• <b>0:</b> No gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men.</li> </ul>	3

#### Evidence

A gender analysis has been conducted and is included in the project document. See Section C.5. There are specific indicators to address the identified gender issues, while others are expected to be identified and monitored during project implementation. See section D.3 for more information on gender.

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 0-4 that best reflects this project):	Rating Score
<ul style="list-style-type: none"> <li>• <b>4:</b> An analysis has been conducted on the role of other partners in the area that the project intends to work, and <u>credible evidence</u> supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate.</li> <li>• <b>3:</b> An analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively <u>limited evidence</u> supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate.</li> <li>• <b>2:</b> Some analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively <u>limited evidence</u> supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have <u>not</u> been explicitly considered.</li> <li>• <b>1:</b> No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have <u>not</u> been considered.</li> <li>• <b>0:</b> No analysis has been conducted on the role of other partners in the area that the project intends to work to inform the design of the role envisioned by UNDP and other partners through the project.</li> </ul>	4

h 2 4  
D



*Note: Management Action or strong management justification must be given for scores of 0 or 1		
<b>Evidence</b> As a result of UNDP's mandate, outstanding relationship with the government, and long-standing engagement in Madagascar, UNDP has a comparative advantage in facilitating government partnerships especially for GEF grant financed projects. Consultations were held USAID, the French Development Agency, the German Development Agency, and other donors, during the project development phase.		
<b>MANAGEMENT &amp; MONITORING</b>		
<b>7. Does the project have a strong results framework? (select from options 0-4 that best reflects this project):</b> <ul style="list-style-type: none"> <li><b>4:</b> The project's selection of outputs and activities are an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate.</li> <li><b>3:</b> The project's selection of outputs and activities are an appropriate level and are consistent with the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, with specified data sources. Most baselines and targets populated. Some use of gender sensitive, sex-disaggregated indicators.</li> <li><b>2:</b> The project's selection of outputs and activities are at an appropriate level, but do not reference the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources are not fully specified. Some use of gender sensitive, sex-disaggregated indicators.</li> <li><b>1:</b> The project's selection of outputs and activities are not at an appropriate level. Outputs are <u>not</u> accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets. Data sources are not specified. No gender sensitive, sex-disaggregation of indicators is used.</li> <li><b>0:</b> The project's selection of outputs and activities are not accompanied by appropriate indicators that measure the expected change.</li> </ul>	Rating Score	
*Note: Management Action or strong management justification must be given for scores of 0 or 1		3
<b>Evidence</b> Project outcomes will be measured through a set of output, process, and performance indicators which have been constructed using the SMART design criteria. These indicators were developed to coincide with each major project output. A number of gender sensitive indicators are included as well.		
<b>8. Is there a comprehensive and costed M&amp;E plan with specified data collection sources and methods to support evidence-based management and monitoring of the project?</b>	Yes (2)	
<b>9. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board?</b> <ul style="list-style-type: none"> <li><b>4:</b> The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (esp. all members of the project board), and full terms of reference of the project board has been attached to the project document. A conversation has been held with each board member on their role and responsibilities, and all members agree on the terms of reference.</li> <li><b>3:</b> The project's governance mechanism is almost fully defined in the project document. Individuals have been specified for each position in the governance mechanism (esp. all members of the project board). While full terms of reference of the project board may not be attached, the project document describes the responsibilities of the project board, project director/manager and quality assurance roles.</li> <li><b>2:</b> The project's governance mechanism is partially defined in the project document; specific institutions are noted as holding key governance roles, but individuals have not yet been specified. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles, but full terms of reference are not included.</li> <li><b>1:</b> The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism.</li> <li><b>0:</b> The governance mechanism is not clearly defined in the project document</li> </ul>	Rating Score	
*Note: Management Action or strong management justification must be given for scores of 0 or 1		3



<b>Evidence</b> The governance mechanism is almost fully defined in the project document (See Section H). Additionally, terms of references for project mechanisms, structures, and specialists who will help implement the project are outlined in Annex 7.	
<b>10. Have the project risks been identified with clear plans stated to manage and mitigate each risk? (select from options 0-4 that best reflects this project):</b> <ul style="list-style-type: none"> <li><b>4:</b> Project risks fully described in the project risk log, based on comprehensive analysis which references key assumptions made in the project's theory of change. Clear and complete plan in place to manage and mitigate each risk.</li> <li><b>3:</b> Project risks identified in the project risk log. Clear plan in place to manage and mitigate risks.</li> <li><b>2:</b> Some risks identified in the initial project risk log. While some general mitigation measures have been identified, they do not adequately and fully address all the identified risks.</li> <li><b>1:</b> Some risks identified in the initial project risk log, but no clear risk mitigation measures identified.</li> <li><b>0:</b> Risks not clearly identified. No initial project risk log included with the project document.</li> </ul> <p><small>*Note: Management Action must be taken for scores of 0 or 1</small></p>	Rating Score          <b>4</b>
<b>Evidence</b> A risk assessment was first conducted as part of the PIF. During the PPG phase, an in-depth assessment of risks based on an extensive set of consultations and review of the background documentation has been completed. Risks and assumptions have been fully identified in the project. Mitigation measures have been consider and included in the project document. See section E.1.	
<b>EFFICIENT</b>	
<b>11. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include using the theory of change analysis to explore different options of achieving the maximum results with the resources available.</b>	Yes (2)
<b>12. Are plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</b>	Yes (2)
<b>13. Is the budget justified and supported with valid estimates?</b>	Yes (2)
<b>14. Is the Country Office fully recovering its costs involved with project implementation?</b>	Yes (2)
<b>EFFECTIVE</b>	
<b>15. Is the chosen implementation modality most appropriate? (select from options 0-4 that best reflects this project):</b> <ul style="list-style-type: none"> <li><b>4:</b> The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context.</li> <li><b>3:</b> The required IP assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been considered. There is justification for choosing the selected modality, based on the development context.</li> <li><b>2:</b> The capacity of the IP has been assessed, but the HACT micro assessment has not been done due to external factors outside of UNDP's control. There is evidence that options for implementation modalities have been considered. There is justification for choosing the selected modality, based on the development context.</li> <li><b>1:</b> The required assessments have not been conducted, but there is evidence that options for implementation modalities have been considered.</li> <li><b>0:</b> The required assessments have not been conducted, and there is no evidence that options for implementation modalities have been considered.</li> </ul> <p><small>*Note: Management Action or strong management justification must be given for scores of 0 or 1</small></p>	Rating Score          <b>4</b>
<b>Evidence</b> This project will be executing through the National Implementation Modality (NIM) by UNDP Country Office (as the GEF Implementing Agency). The choice of modality is based on agreement between the Government of Madagascar and UNDP. The HACT micro-assessment was completed in March 2015.	



16. Have targeted groups, including marginalized populations that will be affected by the project, been engaged in the design of the project?	Yes (2)	
17. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?	Yes (2)	
18. The project budget at the output level reflects adequate financial investments contributing to the advancement of gender equality. This can include outputs that have adequately mainstreamed gender (GEN2), and/or outputs for gender specific or stand-alone intervention (GEN3). <ul style="list-style-type: none"> <li>4: The project budget reflects outstanding financial investments contributing to gender equality as evidenced by 100% of the project budget at the output level with the gender marker score GEN2+GEN3.</li> <li>3: The project budget reflects adequate financial investments contributing to gender equality as evidenced by at least 75% of the project budget at the output level with the gender marker score GEN2+GEN3.</li> <li>2: The project budget reflects partial investments contributing to gender equality as evidenced by at least 50% of the project budget at the output level with the gender marker score GEN2+GEN3.</li> <li>1: The project budget reflects limited financial investments contributing to gender equality as evidenced by at least 25% of the project budget at the output level with the gender marker score GEN2+GEN3.</li> <li>0: The project budget reflects no financial investments contributing to gender equality</li> </ul>	Rating Score	0
*Note: Management Action or strong management justification must be given for scores of 0 or 1		
<b>Evidence</b> The GEF Instrument clearly states the criteria for the use of GEF financial resources, and these must be directed to activities that deliver global environmental benefits as defined under the three Rio Conventions for which the GEF is the financial mechanism. Thus, the project has no budget allocation made to specifically address gender equality (as gender inequality does not represent a barrier to meeting Rio Convention obligations). If there is a desire that financial resources be directed to gender equality, not only must they must come from non-GEF financial resources, they can not benefit from an allocation of a GEF increment because gender inequality does not represent a barrier to delivering global environmental benefits under the project strategy.		
19. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 0-4 that best reflects this project): <ul style="list-style-type: none"> <li>4: The project has a realistic multi-year work plan and multi- year budget at the activity level to ensure outputs are delivered on time and within the allotted resources.</li> <li>3: The project has a multi-year work plan at the activity level and multi-year budget at the output level.</li> <li>2: The project has a multi-year work plan and a multi-year budget at the output level.</li> <li>1: The project has an output level multi-year work plan, but not a multi-year budget</li> <li>0: The project does not yet have a multi-year work plan.</li> </ul>	Rating Score	4
<b>Evidence</b> The project has a detailed multi-year work plan (Annex 3) and total input budget and workplan (I.6), both of which are at the output level.		
<b>SOCIAL &amp; ENVIRONMENTAL STANDARDS</b>		
20. Has the project ensured that both women and men have equitable access to project resources and comparable social and environmental benefits? (select from options 0-4 that best reflects this project): <ul style="list-style-type: none"> <li>4: Credible evidence that the project fully reflects a consistent strategy that provides equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) through project rationale, strategies and results framework.</li> <li>3: Credible evidence that the project partially reflects a strategy that provides equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) through project strategies and the results framework.</li> <li>2: Credible evidence that the project design includes a set of activities that provide equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) although project activities are not part of a consistent strategy.</li> <li>1: Credible evidence that the project design includes some scattered activities that provide equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture)</li> </ul>	Rating Score	3



<ul style="list-style-type: none"> <li>• <b>0:</b> The project has no interventions to ensure a fair share of opportunities and benefits for women and men or reduce gender inequalities in access to and control over resources and social and environmental benefits (e.g., security, health, water, and culture)</li> </ul> <p><b>*Note: Management Action or strong management justification must be given for scores of 0 or 1</b></p>	
<p><b>Evidence</b> Gender considerations have been taken into account in the formulation of the project. During implementation, every effort will be made to incorporate gender issues. Additionally, roles of men and women to participate in activities of the project will be equally assigned without any discrimination. The project also includes several validation measures and gender sensitive indicators to help ensure equal access and benefits.</p>	
<p><b>21. Did the project apply a human rights based approach?</b></p> <ul style="list-style-type: none"> <li>• <b>4:</b> Credible evidence that opportunities to integrate human rights in the project and prioritize the principles of accountability, meaningful participation, and non-discrimination were fully considered. Any potential adverse impacts on enjoyment of human rights were rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget.</li> <li>• <b>3:</b> Partial evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation, and non-discrimination were considered. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget.</li> <li>• <b>2:</b> Limited evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation and non-discrimination were considered. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget.</li> <li>• <b>1:</b> No evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation and non-discrimination were considered. Limited evidence that potential adverse impacts on enjoyment of human rights were considered.</li> <li>• <b>0:</b> No evidence that opportunities to integrate human rights in the project were considered. No evidence that the potential adverse impact on the enjoyment of human rights have been considered.</li> </ul> <p><b>*Note: Management action or strong management justification must be given for scores of 0 or 1</b></p>	<p>Rating Score</p> <p>4</p>
<p><b>Evidence</b> The project supports the participation and inclusion of all stakeholders, during the design, implementation, monitoring, and adaptive collaborative management of the project. Stakeholders will participate in capacity development activities and the project will develop an enabling environment conducive to the active engagement of stakeholders in the management of natural resources. During the PPG phase, consultations were held with a diverse group of stakeholders in order to construct as holistic as possible an understanding of barriers (the project baseline). On assumption embedded in the project design is that the extensive consultations during project formulation strengthens the transparency and legitimacy of the proposed project activities, nevertheless that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. The extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues are intended to engage as many people as possible in order to reduce the risks of marginalizing stakeholders and incorporating their diverse perspectives in as many project activities as possible.</p>	
<p><b>22. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach?</b></p> <ul style="list-style-type: none"> <li>• <b>4:</b> Credible evidence that <u>opportunities to enhance</u> environmental sustainability and integrate poverty-environment linkages were fully considered. Identified opportunities fully integrated in project strategy and design. Credible evidence that potential adverse environmental impacts identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget.</li> <li>• <b>3:</b> Limited evidence that opportunities to enhance environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts identified and assessed and appropriate management and mitigation measures incorporated into project design and budget.</li> <li>• <b>2:</b> No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts assessed and appropriate management and mitigation measures incorporated into project design and budget.</li> <li>• <b>1:</b> No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited evidence that potential adverse environmental impacts were adequately considered.</li> </ul>	<p>Rating Score</p> <p>4</p>



<ul style="list-style-type: none"> <li>• <b>0:</b> No evidence that potential adverse environmental impacts have been considered.</li> </ul>		
Note: Management action or strong management justification must be given for scores of 0 or 1		
<b>Evidence</b> This project is consistent with Madagascar's current United Nations Development Assistance Framework (UNDAF) 2015-2019, and relates to national initiatives to achieve sustainable development.  This project will carry out workshops to teach new tools and methodologies for achieving environmental sustainability by strengthening the linkages between global environmental and national socio-economic priorities. Socio-economic benefits from this project would be demonstrated in the medium-term through better indicators and planning decisions that will enhance more environmentally-friendly and sustainable development.		
<b>23. If the project is worth \$500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</b>		Yes <input checked="" type="checkbox"/> N/A <input type="checkbox"/>
<b>SUSTAINABILITY &amp; NATIONAL OWNERSHIP</b>		
<b>24. Have national partners led, or proactively engaged in, the design of the project? (select from options 0-4 that best reflects this project):</b>		Rating Score
<ul style="list-style-type: none"> <li>• <b>4:</b> National partners have full ownership of the project and led the process of the development of the project.</li> <li>• <b>3:</b> The project has been developed jointly by UNDP and national partners, with equal effort.</li> <li>• <b>2:</b> The project has been developed by UNDP in close consultation with national partners.</li> <li>• <b>1:</b> The project has been developed by UNDP with limited engagement with national partners.</li> <li>• <b>0:</b> The project has been developed by UNDP with no engagement with national partners.</li> </ul>		3
<b>Evidence</b> National stakeholders led the development of the PIF, the project document, the PPG initiation mission, and the Capacity Development Scorecard. National stakeholders also held consultations with stakeholders that reaffirmed the validity of the project strategy to work with other projects and help strengthen the global environmental character. UNDP provided technical and financial support during the project formulation process.		
<b>25. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</b>		Rating Score
<ul style="list-style-type: none"> <li>• <b>4:</b> The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed.</li> <li>• <b>3:</b> A capacity assessment has been completed, although it is not systematic or detailed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy.</li> <li>• <b>2:</b> A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.</li> <li>• <b>1:</b> There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy developments are planned.</li> <li>• <b>0:</b> Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.</li> </ul>		3
<b>Evidence</b> The project strategy is based on addressing targeted capacity barriers. Although the comprehensive capacity assessment for this project is rooted in the NCSA, this is supported by subsequent reports such as the NBSAP. Notwithstanding, this CCCD project calls for capacity assessments to be undertaken at the beginning of project implementation, which will be tailored to integrate and reconcile the Rio Conventions with the post-2015 Sustainable Development Goals, among other relevant indicators that may contribute to environmental resilience and sustainability. Additional project activities such as the design of the EMIS, integrating Rio Convention obligations into the National Sustainable Development Strategy, the roadmap for long-term Rio Convention mainstreaming into sector development plans, and training programmes are based on the assessments. Project activities are designed to increase the capacity of key institutions through an adaptive collaborative management and learning-by-doing approach. This will be largely manifest around a key set of improved procedures, tools, and best practices.		
<b>26. Is there is a clear plan for how the project will use national systems, and national systems will be used to the extent possible?</b>		Yes (2) <input checked="" type="checkbox"/>

Handwritten signatures and initials at the bottom right of the page.

27. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilization strategy)?

Yes  
(2)

Handwritten signature in blue ink.



## **Annex 6: Terms of References**

The following Terms of Reference outlines the general responsibilities to be carried out by consultants contracted under the project. With the exception of the International Technical Specialist and the International Evaluation Consultant, the project consultants should ideally be Malagasy nationals. However, experts/specialists from the region may be recruited in the event that a suitable national consultant could not be found. Rates will be based on UNDP CO standards for the recruitment of regional consultants, but ideally at a rate that is not significantly greater than that of the national consultant rates in order for the project to remain cost-effective.

### **Background**

The United Nations Development Programme (UNDP), acting as an implementing agency of the Global Environment Facility (GEF), is providing assistance to the MEEF under the Government of Madagascar in the preparation of the GEF Medium Size Project (MSP) "Strengthening national capacities to meet global environmental obligations with the framework of sustainable development priorities."

Environmental monitoring and information management is critical for understanding the current status and dynamic changes in the state of environment. Consistent and regular monitoring, research and data analysis provide the essential foundation for adequate policy response and timely and appropriate national and sub-national decision-making processes. The proposed project addresses convention obligations related to reporting requirements under the three main focal areas: Biodiversity, Climate Change and Land Degradation. Specifically, this project is in line with the GEF-6 CCD Strategy objective 1,2,3, and 4, which aim to "integrate global environmental needs into management information systems," "strengthen consultative and management structures and mechanisms," "integrate Multilateral Environmental Agreements' provisions within national policy, legislative, and regulatory frameworks," and "pilot innovative economic and financial tools for Convention implementation," respectively.

### **Project Goal and Objective**

This project is situated within a larger landscape of interventions directed to improving Madagascar's capacities for improved environmental management and governance. However, most of these are thematic in nature, such as focusing either on climate change issues, wildlife conservation, or land degradation. There are a number of other projects that are more focused on socio-economic development priorities with a view to meeting the post-2015 Sustainable Development Goals and maximizing the country's ability to reach poverty alleviation targets.

This project is a GEF cross-cutting project in that it targets capacity development needs that cut across the three Rio Conventions. More specifically, this project seeks to strengthen a targeted set of foundational systemic, institutional, and individual capacities that will help Madagascar achieve environmental sustainability. Thus, the goal of this project is to help Madagascar to meet and sustain obligations under the three Rio Conventions. As a contribution to meeting this goal, the immediate objective of this project is to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities.

### **Project Strategy**

This project will address specific cross-cutting capacity development priorities identified in Madagascar's 2014 NCSA in order to catalyze more effective participation and decision making in environmentally sound and sustainable development in a way that also produces co-benefits for the global environment. The incremental approach to this project lies in building upon the commitment of the Government to strengthen their environmental management information system, improve institutional arrangements, increase environmental awareness, and to mainstream the Rio Conventions into sector development plans.

This project will catalyze change by developing institutional, systemic, and individual capacities in the country. The project is also designed to help sustain these outcomes and realize long-term change.





The project supports the meaningful participation and inclusion of a broad group of stakeholders, during the design, implementation, monitoring, and the adaptive collaborative management of the project. Stakeholders will participate in capacity development activities and the project will support the development of an enabling environment conducive to the active engagement of stakeholders in the management of natural resources. This project is strategic and transformative through its adaptive collaborative management approach that underlies the design of project activities.

### **Project Outcomes and Components**

At the end of the project, there is an expectation that Madagascar will have achieved the following outcomes:

- A transformative yet realistic national strategy or plan for Madagascar to pursue environmentally sound and sustainable development will have been formulated through a highly consultative process
- The mobilization of financial resources necessary to carry out and sustain action to meet the joint obligations and priorities of the Rio Conventions and sustainable development will be significantly enhanced
- An Environmental Management Information System will have been established to improve monitoring and assessment of global environmental impacts
- Targeted institutional structures and mechanisms will have been strengthened to effectively integrate Rio Convention compliance of sectoral and regional development frameworks
- Targeted training and awareness-raising will have resulted in improved understanding of the good practices for delivering and sustaining global environmental outcomes within the framework of sustainable development

This project will be implemented in five linked project components:

- Component 1: A national sustainable development strategy/plan fully integrates Rio Convention obligations
- Component 2: The mobilization of financial resources is more sustainable.
- Component 3: An Environmental Management Information System is established for improved monitoring and assessment of global environmental impacts and trends at the national level.
- Component 4: Institutional structures and mechanisms strengthened for mainstreaming and enforcing Rio Conventions compliance within sector and regional development planning frameworks.
- Component 5: Institutionalize and implement a comprehensive training and public awareness programme on better understanding and applying good practices for delivering and sustaining global environmental outcomes.

### **Responsibilities**

#### National Project Director (NPD)

The Government of Madagascar will appoint a national director. The National Project Director supports the project and acts as a focal point on the part of the Government. This responsibility normally entails ensuring effective communication between partners and monitoring of progress towards expected results.

The National Project Director is the party that represents the Government's *ownership* and *authority* over the project, *responsibility* for achieving project objectives and the *accountability* to the Government and UNDP for the use of project resources.

In consultation with UNDP, the MEEF, as the concerned ministry, will designate the National Project Director from among its staff at not lower than the Deputy Minister or Head of Department level. The National Project Director (NPD) will be supported by a part-time National Project Manager (NPM).

#### Duties and Responsibilities of the NPD

The NPD will have the following duties and responsibilities:

h 3 4  
2



- a. Assume overall responsibility for the successful execution and implementation of the project, accountability to the Government and UNDP for the proper and effective use of project resources)
- b. Serve as a focal point for the coordination of projects with other Government agencies, UNDP and outside implementing agencies;
- c. Ensure that all Government inputs committed to the project are made available;
- d. Supervise the work of the National Project Manager and ensure that the National Project Manager is empowered to effectively manage the project and other project staff to perform their duties effectively;
- e. Select and arrange, in close collaboration with UNDP, for the appointment of the National Project Manager (in cases where the NPM has not yet been appointed);
- f. Supervise the preparation of project work plans, updating, clearance and approval, in consultation with UNDP and other stakeholders and ensure the timely request of inputs according to the project work plans;
- g. Represent the Government institution (national counterpart) at the tripartite review project meetings, UNDP Outcome Board, and other stakeholder meetings.

#### *Remuneration and entitlements:*

The National Project Director will not receive monetary compensation from project funds for the discharge of his/her functions.

#### Project Manager

A Project Manager will be recruited to oversee the project implementation under the guidance of the NPD, the Project Board, and with the support of UNDP Madagascar. He/she may hold a separate contract as the Public Administration Specialist. In addition to overseeing the implementation of the project's capacity development activities, the project management will carry out the monitoring and evaluation procedures per UNDP agreed policies and procedures. These include:

- Oversee the day-to-day monitoring of project implementation
- In consultation with stakeholders, recommend modifications to project management to maintain project's cost-effectiveness, timeliness, and quality project deliverables (adaptive collaborative management) to be approved by the Project Board
- Prepare all required progress and management reports, e.g., APR/PIR and project initiation report
- Support all meetings of the Project Board
- Maintain effective communication with project partners and stakeholders to dissemination project results, as well as to facilitate input from stakeholder representatives as project partners
- Support the independent terminal evaluation
- Ensure full compliance with the UNDP and GEF branding policy

#### Project Assistant

The Project Assistant will support the Project Manager in the carrying out of his/her duties, which will include:

- a. Organizational and logistical issues related to project execution per UNDP guidelines and procedures
- b. Record keeping of project documents, including financial in accordance with audit requirements
- c. Ensure all logistical arrangements are carried out smoothly
- d. Assist Project Manager in preparation and update of project work plans in collaboration with the UNDP Country Office
- e. Facilitate timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports
- f. Report to the Project Manager and UNDP Programme Officer on a regular basis
- g. Identification and resolution of logistical and organizational problems, under the guidance of the Project Manager

*Handwritten signature/initials*

*Handwritten mark*



The Project Assistant will have at least five (5) years' experience in supporting the implementation of UNDP implemented projects, with preference in environment and natural resource management projects.

#### Technical Working Groups

Five working groups will be constituted – one for each of the components. Each group will be led by a national consultant, as follows:

- a. The Policy / Legal Specialist will lead the Component 1 group
- b. The Financial Analyst will lead the Component 2 group
- c. The Information/Communication Technology Specialist will lead the Component 3 group
- d. The Public Administration Specialist will lead the Component 4 group
- e. The Environmental Education Specialist will lead the Component 5 group

Each working group will be made up of a team of specialists. These groups will convene to prepare, review, and validate the technical analyses. Each group will be supported by stakeholder workshops so that all key stakeholder groups, including NGOs, and civil society can provide input and peer review of analyses and recommendations prepared under the project. The Technical Working Groups will also meet collectively to reconcile the different perspectives from the five working groups with a view to producing a consolidated set of recommendations.

#### Public Administration Specialist

The individual recruited as the Public Administration Specialist may hold an additional separate contract as the Project Manager. He/ she will lead all work under component 4. He/she will work with the national and international specialists as well as with the Financial Analyst to develop the resource mobilization strategy. He/she will work with the information technology specialist to undertake the in-depth baseline assessment of the current management information systems in Madagascar as well as to design the institutional architecture of the EMIS. This specialist will also work with the legal specialist to assess and recommend institutional and associated regulatory reforms to be submitted for approval. He/she will also support the work of the environmental education specialist through the working groups, as well as serve as a resource person and facilitator for the training and learn-by-doing working groups.

The Public Administration Specialist will have a post-graduate degree in public administration or related field, and have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning.

#### Information/Communication Technology Specialist

An information technology specialist will be recruited to oversee Component 3 including the technical design of the EMIS, and the procurement of the technological hardware and software for its installation. Under the supervision of the Project Manager, he/she will work with the other specialists, as well as with the relevant information technology managers in the different departments to network the EMIS with their information systems. The specialist will apply technical expertise to the implementation, monitoring, and maintenance of the EMIS. With at least five (5) years' of work experience, the specialist will have at least a Master's degree in information technology, including network analysis, system administration, security and information assurance, IT audit, database administration, and web administration.

#### Policy / Legal Specialist

The Policy/Legal Specialist will contribute to the substantive work under the project by leading work under Component 1. The specialist will also assess the policy and legal implications of instituting the EMIS, in particular the collaboration among key agencies and other stakeholder organizations. The specialist will work with the Public Administration Specialist as well as with the others, as appropriate to draft and negotiate the Memoranda of Agreement to share data and information, as well as draft the bills that need Parliamentary approval.

h 3 4



The policy/legal specialist will have a post-graduate degree in law or policy, with a specialization in environmental law and policy of Madagascar. S/he will have to have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning.

#### Financial Analyst

The Financial Analyst will take the lead on developing the resource mobilization strategy (Component 2). He/she will also provide support, along with other national consultants, in other project activities such as early implementation of the EMIS. He/she will work under the supervision of the National Project Manager.

The Finance Analyst will have a post-graduate degree in finance or accounting, with preference being a certified or chartered public accountant. He/she will have five years or more experience with the accounting, financial management and auditing of environmental, as well as with the fiscal administration of the government's agencies that have an environmental stake. He/she will also have experience in research government statutes, legislation, regulation, and directives that govern public finance management.

#### Environmental Education Specialist

The Environmental Education Specialist will take the lead on Component 5. He/she undertake a number of key project analyses, as well as support the other project consultants to construct deliverables such as the public awareness and communication campaign, assessment of training needs, and the secondary school curricula. Given the comparative advantages of a number of NGOs, an NGO may be recruited to carry out a number of the public awareness and advocacy activities.

The Environmental Education Specialist will have a post-graduate degree in K-12 education, preferably a PhD, with demonstrated experience in developing national education policies, programmes, and plans as well as the development of secondary school curricula on environmental studies. He/she will have experience in facilitating expert and stakeholder working groups in the collaborative drafting of sector policies.

#### Environmental Sociologist

The Environmental Sociologist will support the project by contributing to the identification and assessment of best practices and innovations for mainstreaming, paying close attention to socio-economic implications and gender. This includes the analyses related to the feasibility study and public awareness plan. He/she will take the lead in developing and implementing the survey as well as undertaking a statistical analysis of survey results. This specialist will also help design the awareness material and serve as a resource person for the private sector and district level dialogues and workshops.

The Environmental Sociologist will have a PhD in environmental sociology, with demonstrated experience in constructing and implementing surveys, gender, as well as their statistical analysis on trends in environmental values and attitudes.

#### Monitoring and Evaluation Specialist

The Monitoring and Evaluation Specialist will work with other project consultants to manage the evaluation process, facilitate knowledge building and knowledge sharing on monitoring and evaluation, update as necessary Monitoring and Evaluation plans, provide technical guidance for the implementation of the M&E plan, and assist UNDP in the identification of potential implementation problems and bottlenecks and recommend appropriate strategies to address them. The specialist will collaborate and coordinate with other UN agencies, government agencies, NGOs, and other organizations on monitoring and evaluation issues.

The Monitoring and Evaluation Specialist will have a Masters Degree in Natural Resource Management, Environmental Sociology, or a related field, and 7 years M&E related experience.

#### Biological Diversity Specialist

This national consultant will be responsible for those project activities that require expertise on interpreting and translating CBD obligations into national programmable activities. The consultant will prepare the

Handwritten signature and initials.



appropriate technical background studies, as well as also serve as a facilitator in the trainings on using data and information relevant to meeting biodiversity conservation objectives, with particular emphasis on endangered endemic species and their ecosystems.

The CBD national consultant will have at least 10 years of work experience in biodiversity conservation programming and project implementation. At least the last two (2) years of experience include active involvement in CBD negotiations. He/she will have a PhD in natural resource management, with a specialization directly related to biodiversity conservation in Madagascar and/or the surrounding region. Under the supervision of the Project Manager, the specialist will coordinate his/her work with that of other national specialists. This includes coordinating activities with those under implementation by the development partners.

#### Desertification and Drought Specialist

This national consultant will be responsible for those project activities that require expertise on interpreting and translating CCD obligations into national programmable activities. The national consultant will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on using data and information relevant to meeting land degradation objectives, with particular emphasis on sustainable land management and land degradation.

The CCD national consultant will have at least 10 years of work experience, of which at least the last two (2) years include active involvement in CCD programming and project implementation. He/she will have a PhD in natural resource management, with a specialization directly related to land management issues in Madagascar and/or the surrounding region. Under the supervision of the Project Manager, the specialist will coordinate his/her work with that of other national specialists. This includes coordinating activities with those under implementation by the development partners.

#### Climate Change Specialist

This national consultant will be responsible for those project activities that require expertise on interpreting and translating FCCC obligations into national programmable activities. The national consultant will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on using data and information relevant to meeting climate change mitigation and mitigation objectives, with particular emphasis on endangered endemic species and their ecosystems.

The FCCC national consultant will have at least 10 years of work experience, of which at least the last two (2) years include active involvement in FCCC programming and project implementation. He/she will have a PhD in a field directly relevant to climate change science, with a specialization directly related to mitigation and adaptation strategies relevant to Madagascar and/or the surrounding region. Under the supervision of the Project Manager, the specialist will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners.

#### International Technical Specialist

An international technical specialist will provide necessary technical advisory services on the implementation of key project activities, in particular the review of recommendations to integrate and institutionalize Rio Convention obligations within the EMIS, among other substantive activities, as appropriate. These services will be provided over the course of the five-year implementation period to provide technical backstopping to help ensure the timely and high quality project delivery.

#### International Evaluation Consultant

The international evaluation consultant will be an independent expert that is contracted to assess the extent to which the project has met project objectives as stated in the project document and produced cost-effective deliverables. The consultant will also rate capacities developed under the project using the Capacity Development Scorecard.

The Terms of Reference for the International Evaluation Consultant will follow the UNDP/GEF policies and procedures, and together with the final agenda will be agreed upon by the UNDP/GEF RCU, UNDP Country

h → M  
D



Office and the Project Team. The final report will be cleared and accepted by UNDP (Country Office and Regional Coordination Unit) before being made public.

**Annex 7: Standard letter of agreement between UNDP and Government**

4 3 1 2

## LETTRE D'ACCORD ENTRE LE PNUD ET LE GOUVERNEMENT POUR LA FOURNITURE DES SERVICES D'APPUI

Monsieur le Secrétaire Général de l'Economie et du Plan,

1. J'ai l'honneur de me référer aux consultations qui ont eu lieu entre les représentants du gouvernement de Madagascar (ci-après dénommé le « Gouvernement ») et les représentants du PNUD concernant la fourniture, par le bureau de pays du PNUD, de services d'appui à des programmes ou projets gérés au niveau national. Le PNUD et le Gouvernement conviennent par la présente que compte tenu des recommandations de la macro-évaluation et des micro-évaluations des départements ministériels identifiés comme partenaires de mise en œuvre dans le CPAP, le bureau de pays du PNUD peut fournir ces services, à la demande du Gouvernement, par l'intermédiaire de son institution désignée dans le descriptif de projet correspondant, suivant la procédure décrite ci-dessous.

2. Le bureau de pays du PNUD fournit des services d'appui. Ce faisant, il doit veiller à renforcer la capacité du Gouvernement (les Partenaires de réalisation); afin que ces derniers puissent mener ces activités directement. Les frais engagés par le bureau de pays du PNUD dans la prestation desdits services d'appui sont imputés sur son budget d'administration.

3. En outre, le bureau de pays du PNUD peut fournir, à la demande du Partenaire de réalisation, les services d'appui ci-après pour la réalisation des activités du projet :

- (a) Recrutement du personnel à affecter aux projets ;
- (b) Gestion et administration du personnel sous contrat PNUD ;
- (c) Achat de biens et de services pour lesquels le PNUD présente des avantages comparatifs (Existence de LTA signé avec le PNUD, achat sur le site de l'UNOPS ou du siège du PNUD) ;
- (d) Opérations d'assurance, de mitigation des risques et de renforcement de capacité ;
- (e) Gestion des accords avec les autres Agences du Système des Nations Unies ;
- (f) Gestion des DPC (Direct Project Costing) et des charges transversales ;
- (g) Paiement direct.

4. Le bureau de pays du PNUD effectuera le recrutement du personnel à affecter aux projets conformément aux règlements, règles, politiques et procédures du PNUD. Les services d'appui décrits au paragraphe 3 ci-dessus doivent être détaillés dans une annexe au descriptif de projet, sous la forme présentée dans l'appendice. En cas de changement des conditions applicables aux services d'appui fournis par le bureau de pays pendant la durée d'un projet, l'annexe au descriptif de projet est révisée par accord mutuel entre le représentant résident du PNUD et le Partenaire de réalisation.

2 VC

h S n D



5. Les dispositions pertinentes de l'Accord de base du 19 mars 1991, relatif à l'assistance conclu entre le PNUD et le Gouvernement sont applicables à la fourniture de ces services d'appui. Le Gouvernement conserve, par le biais de son Partenaire de réalisation, la responsabilité globale du projet géré au niveau national. La responsabilité du bureau de pays du PNUD se limite à fournir les services d'appui détaillés dans l'annexe au descriptif de projet.

6. En cas de réclamation ou de litige concernant la fourniture des services d'appui par le bureau de pays du PNUD conformément à la présente lettre, ou en découlant, les dispositions pertinentes de l'Accord de base type relatif à l'assistance s'appliquent.

7. Les modalités de recouvrement des coûts par le bureau de pays du PNUD en rapport avec la fourniture des services d'appui décrits au paragraphe 3 ci-dessus doivent être spécifiées dans l'annexe au descriptif de projet.

8. Le PNUD gère directement les DPC et les autres coûts liés à l'appui à la mise en œuvre des projets/programmes afin d'effectuer les activités d'assurance qualité du projet, tels qu'ils sont insérés dans les Plans de travail annuels.

9. Le bureau de pays du PNUD présente des rapports d'activité sur les services d'appui fournis et rend compte des frais remboursés, tous les six mois.

10. Les présents arrangements ne peuvent être modifiés que d'un commun accord par écrit entre les parties.

11. Si vous approuvez les dispositions qui précèdent, je vous saurais gré de bien vouloir signer et retourner à notre bureau deux exemplaires de la présente lettre. Lorsque vous aurez signé celle-ci, elle constituera un accord entre votre Gouvernement et le PNUD quant aux conditions régissant la fourniture, par le bureau de pays du PNUD, de services d'appui à des programmes et projets gérés au niveau national.

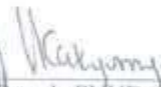
Veuillez agréer, Monsieur le Secrétaire Général, l'assurance de ma haute considération.

Antananarivo, le 26 janvier 2017



Pour le Gouvernement,  
Jean Gabriel Randrianarison  
Secrétaire Général  
Ministère de l'Economie et du Plan  
Agence Gouvernementale de Coordination



  
Pour le PNUD,  
Violet Kakyomya  
Représentant résident

## DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between the Government of Madagascar and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project "*Strengthening national capacities to meet global environmental obligations with the framework of sustainable development priorities*" PIMS #5582

2. In accordance with the provisions of the letter of agreement signed on 26 Jan 2017 and the *project document*, the UNDP country office shall provide support services for the *Project* as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Identification and/ or recruitment of project personnel * Project Manager * Project Assistant	2017	As per the UPL, or actual cost	According to the UNDP Universal Price List (Low Cost)
2. Recurrent personnel management services: Staff Payroll & Banking Administration & Management	Ongoing throughout implementation when applicable	As above	As above
3. Procurement of goods and services for which UNDP has comparative advantage (Existence of LTA or procurement of goods from UNOPS or UNDP sites)	Ongoing throughout implementation when applicable	As above	As above
4. Management of agreements with other UN agencies	2017	To be defined within the frame of agreements	As per actual cost applicable to agencies
5. Management of DPC and other costs	2017	To be defined	According to the UNDP Universal Price List Not applicable to DPCs
6. Direct payment	2017	According to FACE	According to the UNDP Universal Price List
		Total: up to USD 7,500 from GEF grant	

4. Description of functions and responsibilities of the parties involved:

UNDP will conduct the full process while the role of the Implementing Partner (IP) will be as follows:

- The Implementing Partner will send a timetable for services requested annually/ updated quarterly
- The Implementing Partner will send the request to UNDP for the services enclosing the specifications or Terms of Reference required
- For the hiring staff process: the IP representatives will be on the interview panel,
- For Hiring CV: the IP representatives will be on the interview panel, or participate in CV review in case an interview is not scheduled

Handwritten signatures and initials in blue ink at the bottom of the page.



**Annex 8: Capacity assessment results: implementing partner and HACT micro assessment**  
Attached as a separate file.

43/10

## Annex 9: References

- Andriamananjara, S., & Sy, A. (2014, March 14). *Toward an Inclusive Recovery in Madagascar*. Retrieved from Brookings: <http://www.brookings.edu/blogs/africa-in-focus/posts/2014/03/14-inclusive-recovery-madagascar-sy>
- CBD. (2014). *Madagascar Country Profile*. Retrieved from Convention on Biological Diversity: <http://www.cbd.int>
- Clark, M. (2012). Deforestation in Madagascar: Consequences of population growth and unsustainable agricultural processes. *Global Majority E-Journal*, 61-71.
- Conservation International; World Wildlife Fund. (2008). *Assessing the impacts of climate change on Madagascar's biodiversity and livelihoods: A workshop report*.
- Corson, C. (2014). Conservation politics in Madagascar: The expansion of protected areas. In I. R. Scales, *Conservation and Environmental Management in Madagascar* (pp. 193-215). Routledge, London & New York.
- Dabire, J. M., & Zouhon Bi, S. (2014). *Madagascar Country Note*. African Economic Outlook.
- Environmental Investigation Agency. (2014). *The Ongoing Illegal Logging Crisis in Madagascar: An EIA Briefing for CITES SC65*. Washington, DC. Environmental Investigation Agency.
- Ferguson, B., Gardner, C. F., Mijasoja M., A., Healy, T., Muttenter, F., Smith, S. M., Gingembre, M. (2014). Governing ancestral land in Madagascar. In M. Sowman, & R. Wynberg, *Governance for Justice and Environmental Sustainability: Lessons across natural resource sectors in sub-Saharan Africa* (pp. 63-93). NY, NY. Routledge.
- GFDRR. (2013). *Madagascar Country Program Update*. Global Facility for Disaster Reduction and Recovery.
- GIZ (2014). *Conservation and sustainable use of natural resources*, Retrieved from GIZ : <https://www.giz.de/en/worldwide/20052.html>
- Karpanty, S. (2009). *Wildlife Professor's research combats deforestation in Madagascar*. Retrieved from Virginia Tech University: <http://www.vt.edu/spotlight/impact/2009-11-23-karpanty/madagascar.html>
- Kaufmann, J. C. (2014). Contrasting visions of nature and landscapes. In I. R. Scales, *Conservation and Environmental Management in Madagascar* (pp. 320-341). London and New York. Routledge.
- Laurance, W. F. (2013). Does research help to safeguard protected areas? *Trends in Ecology and Evolution*, pp. 261-266.
- Madagascar National Parks. (2014). *Madagascar National Parks: One association, one mission*. Retrieved from Madagascar National Parks: [http://www.parc-madagascar.com/madagascar-national-parks\\_en.php?Navigation=25](http://www.parc-madagascar.com/madagascar-national-parks_en.php?Navigation=25)
- Malik, K. (2013). *Human Development Report 2013: The Rise of the Global South*. New York City. United Nations Development Programme.
- Mamitiana, A., & Rakotoarijaona, J. R. (2014, July 2-4). *Forest Carbon Partnership Facility: Madagascar Readiness Plan Proposal Presentation*. Lima, Peru.
- MEEF. (2014). *Fifth National Report to the Convention on Biological Diversity: Madagascar*. UNEP.
- Scales, I. R. (2014). The future of conservation and development in Madagascar: time for a new paradigm? *Madagascar Conservation & Development*, 5-12.
- UNICEF. (2013). *2013 Country Annual Report: Madagascar*. New York City. UNICEF.
- WAVES National Board. (2014). *Madagascar Country Report 2014*. World Bank.
- World Bank. (2013). *Madagascar Country Environmental Analysis: Taking stock and moving forward*. The World Bank.



**Annex 10: Unofficial translation of co-financing Letters**

**1. Unofficial translation of co-financing letter from Madagascar's Ministry of Environment, Ecology, and Forestry, dated 28 February 2017**

Reference: 085-17/MEEF/SG/DPSSE/Suite NCSA

Subject: Co-financing letter for the project "Strengthening of national capacities to meet environmental obligations within the framework of sustainable development priorities"

Madam,

In the name of the Ministry of Environment, Ecology, and Forests, we have the pleasure to confirm by the present letter that the above-mentioned project, which has as its objective the strengthening of national capacities with regards to the three Rio Conventions, will contribute to the implementation of Madagascar's environmental and forestry policy.

This project, which will be implemented during the period 2017-2022, strategically builds upon the country's National Development Plan and will provide material support to achieve Sustainable Development Goals and the implementation of Agenda 2030. The project will also create synergies among the three Rio Conventions (CBD, UNFCCC, and CCD).

In this regard, we confirm that the Government of Madagascar through the intermediary of the Ministry of Environment, Ecology, and Forests (MEEF) will contribute in-kind co-financing towards the implementation of the project in the amount of US\$ 400,000.

Please accept, Madam, the assurances of my highest consideration.

Signed by Mr. Liva Hariniaina Ramiandrarivo, Engineer of Water and Forests.



2. Unofficial translation of co-financing letter from UNDP Madagascar, dated 14 February 2017

Reference: 012/PRO/301/GEN

Madam,

Subject: Co-financing letter for the project "Strengthening of national capacities to meet environmental obligations within the framework of sustainable development priorities"

We have the pleasure to confirm by the present letter the opportunity of co-financing between UNDP and the above-mentioned project.

Indeed, this project, which will be implemented within the framework of the programming cycle 2015-2019, is strategically positioned to catalyze national efforts to implement the United Nations Convention on Biological Diversity (CBD), the UN Convention on Combat Desertification (CCD), and the UN Framework Convention on Climate Change (UNFCCC) through an integrated and sustained programme of capacity building.

I hereby confirm the financial contribution of UNDP in the amount of US\$ 200,000 as co-financing to the above-mentioned UNDP/GEF project.

Please accept, Madam, the assurances of my highest consideration.

Signed by Ms. Marie Dimond, Deputy Resident Representative (Programme)



3. Unofficial translation of co-financing letter from the GIZ Madagascar, dated 14 March 2017

PAGE/GIZ, BP 869 – Antananarivo 101

Madam NAOKO ISHII  
CEO and Chairperson  
Global Environmental Facility  
1818 H Street, NW, Mail Stop P4-400  
Washington, DC 20 433 USA,

Subject: Co-financing letter for the UNDP-GEF-Government project “Strengthening of national capacities to meet environmental obligations within the framework of sustainable development priorities”

The present letter serves to confirm that the Germany Agency for International Cooperation (GIZ), through the German - Malagasy programme PAGE (Support Programme for Environmental Management) will contribute co-financing to the above-mentioned project for the period of 2017-2020 in the amount of 8.69 million Euros.

This amount represents funds allocated to the Capacity Building Programme for Climate Change (PRCCC), which is integrated within the PAGE programme, and which is a beneficiary of financing from the European Union in the amount of 7.69 million Euros, as well as financing from the German Federal Ministry for Economic Cooperation and Development (BMZ) in the amount of 1 million Euros.

In particular, this co-financing will contribute to the realization of PRCCC project results in respect to the following elements:

- Strategic planning: reconciling and follow-up actions are strengthened in the area sustainable adaptation to the impacts of climate change
- Useful information and knowledge would be available to key social actors for the sustainable management and adaptation to the impacts of climate change
- Communities at greater risk from the impacts of climate change will pursue development in accordance to adaptive management frameworks

I look forward to the approval of the above-mentioned project.

Sincerely,

Signed by Dr. Hermann Fickinger, Principle Coordinator PAGE/GIZ

