

## **Project Final Evaluation Report**

**Project Name:** Climate Change Adaptation Capacity in  
Madagascar

**Project number:** MG 935.01

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## EXECUTIVE SUMMARY

### Objective of the evaluation

As stated in the TOR, the primary purpose of the final evaluation is to assess mainly the impact, effectiveness and relevance of the project in relation to its stated purpose, objectives, target groups, partners and other affected parties. It is also to assess project progress towards its stated purpose and identification of constraints hindering such progress. The analysis of the results will be based on the criteria of Quality and Relevance of Design, Effectiveness; Efficiency of Planning and Implementation; Impact; and Potential for sustainability, replication and magnification. Moreover, the final evaluation identifies key lessons and experiences that have resulted from the project during the four-year implementation. Linked to the findings under the above sections, overall conclusions will be drawn and listed in terms of importance. The evaluation is expected to make clear and detailed recommendations for the way forward: how to increase effectiveness of implementation if activities are to continue.

### Methodology of the evaluation

Taking into account the qualitative and quantitative types of the evaluation, the methodology used combined several types of methods. To assess the project effectiveness, the methodology of TAN.TSA.H uses a LFA (Log Frame Analysis) which consists in the evaluation of the log frame OVI (objectively verifiable indicators). To identify relevance and internal coherence, TAN.TSA.H approach consists in (i) **elaboration of key questions** (evaluation matrix) for interviews of sampled people to complete data information from document review and web site checking, (ii) **elaboration of analysis tools** for information analysis. To identify WWF and its partners' capacity and adaptation, the evaluation methodology has used elements of the **Outcome Mapping methodology**. Outcome Mapping (OM)<sup>1</sup> is very suitable because it maps and evaluates the intended project outcomes, described as desired behaviors that enable project success. To assess efficiency of planning and implementation of the project, **Rapid organizational assessment was used**. It is about a participative evaluation of all the elements to be included in an internal assessment. It is a very comprehensive and rapid exercise with a checklist as its main tool. And to identify the extent and the quality of the project collaboration network, a **SFPB/SWOT analysis** was conducted with stakeholders, key partners, and key informants.

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<sup>1</sup> See [www.outcomemapping.ca](http://www.outcomemapping.ca)

## Results of the evaluation

The project has shown a high level of overall performance in a scale of 0 to 5 (5= Outstanding, 4= High, 3= Medium, 2= Low, 1= None). Below are the key results and conclusions about the project's performance from the assessment in line with the five standard evaluation criteria: Quality and Relevance of Design, Effectiveness; Efficiency of Planning and Implementation; Impact; and Potential for sustainability, replication and magnification.

Quality and Relevance of Design	<b>High</b> – In line with WWF priorities and Norway, and with environmental issues in the country. In line with WWF MWIOPPO Conservation Plan. The Log frame was revised according to MTR recommendations. Outputs 2 and 3 are dependant to Output 1 and they are formulated as the phases of the project
Effectiveness	<b>High</b> – Output Indicators are almost achieved. During the 4 years of the project time frame, all of the activities of Output 1 are done and almost all activities of Output 2 are achieved. As regards to Output 3, two out of three VA are done and 1 out of 3 CCA has been initiated; OVI logic is understandable. However, the Project Goal and Purposes are very ambitious given the novelty of the theme but steps leading to their achievement could be met during the project time frame.
Efficiency of Planning and Implementation	<b>High</b> – Funds, time and human resources are used effectively. The project capitalized on the resources and competences of other WWF projects. Outcome 1 was privileged compared to the other two which were made moderately
Impact	<b>Medium</b> – Capacity and awareness are improved and national/regionals policy documents considering CC established or under development; Some studies of vulnerability and CCA into pilot programs were done but the impact on biodiversity and human needs more time to measure.
Potential for sustainability, replication and magnification	<b>Medium</b> – At national level, the project has contributed to the Capacity building and the awareness of the country to the CC but with the low leadership and dynamism of the government party (DCC), the continuation of the initiated activities needs some more accompaniment. Nevertheless, in some ways the latter can be compensated by the dynamism showed by regional authorities that will be key in all initiatives to be implemented at the regional levels Within WWF MWIOPPO, the project has increased staff capacity in VA and CCA. One case of replicability is the capacity of the CDP to carry out CC trainings

## Lessons learned

As lessons learned, the strengths and successes of the project would include:

WWF MWIOPPO is a major player in the field of CC in Madagascar. The organization is even ahead considering the difficulty of the technical and institutional requirements for implementation of the proposed ACC. The project had to manage the prior provision of enabling environment for the introduction of the CC topic in the country.

Collaboration with relevant organization in climate (the case of DGM) is essential in any action on CC. Data from the Regional Weather Service interest more the local actors because this information affects them directly.

To ensure that adaptation is science-based, a close collaboration and joint-learning with experts is crucial (DGM, University researchers, Species specialists, Socio-economic specialists, etc.)

Also, as opportunity,

The CC is a pervasive and additional threat and all development actors are aware that all actions of conservation and development should take into account the CC aspect from now.

The introduction of Climate witness toolkits involved the local community. Programs that would incorporate the topic into their CC action are thus called upon to develop training material appropriate for their community (who has lower literacy level)

## **Recommendations**

### ***Recommendation A: Project design***

As per MTR recommendation, the LogFrame was reviewed. However, the statement of impact indicators and results of the project should be SMART and made collaboratively with project partners

The CCA is a continuous process from building capacity to implementation on the ground, a long process that should be taken into account during project design.

### ***Recommendation B: Project implementation***

Given the novelty of the CC topic, it is useful to create a permanent structure to support and advise the implementation of CC adaptation actions in WWF MWIOP. The project has already established a group of experts in various domains (marine protected areas, socio-economy, forest ecosystems, species) to accompany WWF in vulnerability analysis exercises. This group needs to be expanded to experts working on other WWF's conservation targets.

To overcome the shortcomings because of novelty of the CCAs topic, reinforce the interregional relations (Indian Ocean ESARPO, Caribbean, WWF U.S., WWF UK etc.) in the WWF network to promote exchange and sharing of best practices. Inputs from other specialists (species, ecosystems, ecological processes, socio-economics, etc.) are also needed in practical training for technical staffs in the integration of ACC into their strategy actions for conservation and sustainable management of natural resources.

### ***Recommendation C: Project management and Administration***

Given the limited number of project staff, it is recommended to reinforce the implementation/management team with technical individuals

The project has provided the capacity building to existing structures (READ DSS in Diana, GTDR in Menabe, DCC team in Antananarivo). Even when the project ends, these structures are supposed to relay what has been initiated by the project. The CC adaptation team at WWF will ultimately monitor and accompany the field staff and partners in their own initiatives on adaptation though at this stage, the team has to reinforce capacities, test new approaches, develop communication tools, and mostly transfer leadership to DCC. As a matter of fact, DCC is the governmental structure who should insure institutional capacity to insure continuity of national mobilization.

### ***Recommendation D: Summary of priority action points***

- Catalyze the leadership of DCC on CCA especially in specific regions (Diana, Menabe) where the project conducted extensive capacity building on adaptation.
- Broaden the scope of the project to embrace WWF and partners intervention domains. Establish a focal point at WWF intervention program (or landscape) and this person will be the climate change advisor at field level. Regarding the WWF MWIOP conservation plan, this person could be the landscapes champions.
- Continue to improve training engineering with CDP team. As regards to training sessions targeting partners, improve the identification of participants who should receive capacity building, the analysis and identification of training needs.
- Continue and enhance communication actions on climate change. This requires a strategy and action plan tailored to the IEC intervention areas.
- Support closely the WWF staff in implementing pilot CC initiatives in the priority landscapes in order to integrate effectively CCA in their work.
- Continue to implement the pilot adaptation strategies in WWF priority landscapes to demonstrate concrete adaptation activities.
- Increase the number of staff in charge of project implementation/management

## **Signle and Abreviation**

CACC	: Capacity to Climate Change Adaptation
CC	: Climate Change
CCA	: Climate Change Adaptation
CCPO	: Climate Change Project Officer
CDP	: Capacity Development Programme
CI	: Conservation International
CNUCC	: Convention des Nations Unies pour le Changement Climatique
COBA	: Communauté de Base
COGE	: Comite de Gestion
DCC	: Direction Changement Climatique
DMG	: Direction générale de la Météorologie
FY	: Fiscal Year
GTDR	: Rural Development Thematic Group
MTR	: Mid term review
MWIOPO	: Madagascar West Indian Ocean Programme Office
NGO	: Non Gouvernemental Organizatione
NPCC	: National Policy on Climate Change
OM	: Outcomes Mapping
OVI	: Objectively verifiable indicators
PC	: Project Coordinator
PA	: Protected areas
PMA	: Protected Marine Areas
PO	: Project Officer
PRDR	: Regional Rural Development Program
PRD	: Regional Program of Development
SFPB	: Succes Failure Potential Barrier
SWOT	: Strength, Weakness, Opportunity, Threat
WCS	: Wildlife Conservation Society
WWF	: World Wild Fund

## Chapter 1. INTRODUCTION AND PROJECT BACKGROUND

### 1.1. Project description

#### 1.1.1 Project location

Madagascar is the project area but the activities are mainly focused on WWF MWIOPPO intervention areas. The project was designed to support all projects/programs. In terms of field implementation, the main project intervention area is the WWF MWIOPPO priority ecoregions, recently changed to priority landscapes (according to the new conservation plan).

#### 1.1.2 Project justification

Climate change is altering the very fabric of the world around us. The impacts of climate change in Madagascar are already evident. These changes have serious implications for the unique biodiversity, natural resources, and human communities of the island nation of Madagascar. Although climate change awareness has significantly increased in Madagascar over the last years, most attention has been concentrated on mitigation actions mainly motivated by the possibility of raising funds from carbon markets. As climate change has the potential to cause radical changes in ecosystem function and biodiversity across the island, as well as the sociocultural fabric of society; the impacts of climate change need to be addressed in a holistic way, through mitigation and adaptation.

However, Madagascar does not have the capacity needed to design and implement actions to reduce vulnerability to the effects of climate change (climate change adaptation). There are an increasing number of guidance documents for how to do climate change vulnerability assessment and adaptation planning, but implementing projects on the ground requires people with local knowledge adapting general methodologies for work in their own region. A three-day workshop in January 2008 further refined understanding of the ways in which climate change is affecting Madagascar's marine and terrestrial ecosystems, the linkages between land and sea, and human communities that depend on natural resources for subsistence and livelihoods. Capacity within Madagascar is needed to take the findings and recommendations from this workshop further and put them in action. In this situation, this project will strengthen the capacity within the country by increasing the ability of Malagasy people to take a proactive rather than a reactive approach to adaptation and to have the skills required to implement adaptation actions.

In June 2008, the Ministry of Environment, Forests and Tourism has been mandated to take the lead in developing a climate change strategy for the Malagasy government. A platform for climate change, representatives from several ministries, donors and NGOs was established in September 2008 to facilitate exchanges between organizations working on climate change, to allow a better synergy between the work and support government in the development of the strategy on climate change. WWF is a member of the platform. Vulnerability to climate change has become a major issue in planning and conservation management, largely through regular support of international experts based in conservation NGOs outside the country. It is time to promote the development of capacities to climate change among conservation professionals in Madagascar and to ensure that the country tackles climate change in a holistic and comprehensive way. The project proposes to do this by strengthening the capacity with the WWF and then use this ability to help strengthen partner NGOs and government agencies in the country to ensure the sustainability of investments in conservation and development.

#### 1.1.3 Beneficiaries and stakeholders

The direct beneficiary of the climate change component is the Program Office of WWF Madagascar and Western Indian Ocean. The project will indirectly benefit the WWF conservation partners (local and regional NGOs), staff of climate change within the Ministry of Environment and Forests and Madagascar National Park, as well as targets and beneficiaries of conservation projects WWF and programs in Madagascar and in the western Indian Ocean.

The project will also benefit those local communities in priority conservation areas in WWF priority ecoregions, the Spiny and Moist Forests and the Southwestern coastal area of the Western Indian Ocean Marine ecoregion where local adaptation planning and implementation will be promoted.

#### 1.1.4 Project goal and purposes

To contribute to the sustainable development of Madagascar and poverty reduction by improving in-country capacity to understand and deal with climate change vulnerability and improve the resilience of the natural systems on which most livelihoods, as well as the island's unique fauna and flora depend by 2020. To support WWF and its conservation partners in developing in-country capacity for climate change analysis and adaptation by end of 2012



### 1.1.5 Project outputs

The outputs below are expected to be produced by the end of the Project and their effect ensures the project purpose.

- a. Output 1: Capacity Building - WWF MWIOPPO integrates climate change adaptation in its conservation work and is able to support its conservation partners in this area by end of 2012. The main targets are WWF staff (from all WWF offices) and its partners working on conservation domain.
- b. Output 2: Awareness raising - Awareness of climate change impacts on biodiversity and livelihoods is increased within the Malagasy conservation community, decision-makers and targeted local communities.
- c. Output 3: Pilot interventions implemented - Climate change adaptation strategies and measures are implemented within WWF MWIOPPO priority landscapes by end of 2012.

### 1.1.6 Project Implementation Arrangements

According to the project proposal document, the project will be managed as follows within WWF MWIOPPO: The Climate Change Programme Officer is responsible for the project and is supervised by the Conservation Director. The Climate Change PO acts as a transversal resource expert to the other programme officers and ecoregion leaders in the WWF MWIOPPO. The Conservation Director ensures coordination and planning between the project and the ecoregion programmes within WWF MWIOPPO. The Programme Operation Specialist (POS) is responsible for the administrative and financial management of the project and is supported by the WWF Finance and Administration team. WWF is a member of the national Climate Change Platform. The Climate Change Programme Officer represents WWF within the Climate Change Platform for all issues relating to adaptation.

However, the operational management structure is as follow. The climate change programme is within the Conservation Department, under the Conservation Science/Species Programme. The CSSP Coordinator is in charge of the CC Programme supervision and coordination. The CC Programme Officer (recently changed to CCA Senior Advisor) supports the programme in all issues related to climate change adaptation. The project is managed by the CCA Project Officer with the support of the CC Project Assistant. The Finance Officer is responsible for financial management of the project and is supported by the WWF Finance and Administration team. The CC Programme acts as a transversal unit and support all projects and initiatives on CCA within WWF MWIOPPO.

## 1.2. Organization of this Report

Following the previous Chapter 1 on introduction and project background, this Final Evaluation Report of the CCAC project will include three more chapters.

Chapter 2 presents the methodology used to conduct the evaluation. Chapter 3 is divided into 8 parts. Part 1 to part 5 develops the results of the exercise according to the criteria of Coherence, Effectiveness, Efficiency, Impact and Sustainability of the project and the evaluation of the implementation and management of the project. Part 6 gives some Lessons Learned. Part 7 is attributed to the Conclusions and Part 8 to the major factors affecting the results of the project. Finally, recommendations are presented in Chapter 4.

## Chapter 2. FINAL EVALUATION PROCESS

### 2.1 Objectives of the Evaluation

As stated in the TOR, the primary purpose of the final evaluation is to assess mainly the impact, effectiveness and relevance of the project in relation to its stated purpose, objectives, target groups, partners and other affected parties, to assess project progress towards its stated purpose and identification of constraints hindering such progress. The analysis of the results will be based on the criteria of Quality and Relevance of Design, Effectiveness; Efficiency of Planning and Implementation; Impact; and Potential for sustainability, replication and magnification. Moreover, the final evaluation identifies the key lessons and experiences that have resulted from the project during the four years implementation. Linked to the findings under the above sections, overall conclusions should be drawn and listed in terms of importance. And the evaluation is expected to make clear and detailed recommendations in terms of the way forward, increasing effectiveness of implementation (if activities are to continue)

The review should aim to focus on the following aspects of the project:

- a. The performance of the project for this four years implementation with respect to stated goals, purpose and objectives by identifying specific accomplishments and/or failures attributable to it;
- b. The activities that have taken place and the resulting outputs at the end of the project, and determine the quality and impact of these;
- c. The level of knowledge of WWF staff and its partners in terms of climate change adaptation;
- d. The level of integration of the climate change adaptation into WWF works and its partners ;
- e. The project implementation strategy with particular reference to the relationship between WWF MWIOP and other organizations / stakeholders;
- f. The importance of the supports provided by the project for its partners;
- g. The importance of climate change initiatives led by WWF in Madagascar (financial and technical supports);
- h. The climate change communications tools developed for stakeholders and target audiences;
- i. The project adaptive management;
- j. The lessons learned from the experience during the project implementation and the key recommendations that can be shared to others.

### 2.2 The Evaluation team

The final evaluation of the CACC project was attributed to the Association of multidisciplinary Consultants TAN.TSA.H who provided the following persons to compose the evaluation team.

- Ranaivoarivelo Donna Marie, Chief of Mission, Expert in Project Evaluation
- Rasolofo Andriamahaly Expert in Conservation of natural resources
- Andriamizana Edeny, Expert in capacity building
- Ranaivoson Rijamanitra, Expert in data collection and analysis

### 2.3 Methodology

#### 2.3.1. Methodology approach

Taking into account the qualitative and quantitative types of the evaluation, the methodology used combined several types of methods.

To assess the project effectiveness, the methodology of TAN.TSA.H consists in LFA (Log Frame Analysis) which consists in the evaluation of the log frame OVI (objectively verifiable indicators).

To identify relevance and internal coherence, TAN.TSA.H approach consists in (i) **elaboration of key questions** (evaluation matrix) for interviews of sampled people<sup>2</sup> to complete data information from document review and web site checking, (ii) **elaboration of analysis tools** for information analysis.

To identify WWF and its partners' capacity and adaptation, the evaluation methodology has used elements of the **Outcome Mapping methodology**. Outcome Mapping (OM)<sup>3</sup> is very suitable because it maps and evaluates the intended project outcomes, described as desired behaviors that enable project success.

<sup>2</sup> : Annex 4: List of individuals and stakeholder groups interviewed and/or communities consulted

<sup>3</sup> See [www.outcomemapping.ca](http://www.outcomemapping.ca)

To assess efficiency of planning and implementation of the project, **Rapid organizational assessment was used**. It is about a participative evaluation of all the elements to be included in an internal assessment. It is a very comprehensive and rapid exercise with a checklist as its main tool.

And to identify the extent and the quality of the project collaboration network, a **SFPB/SWOT analysis** was conducted with stakeholders, key partners, and key informants.

### **2.3.2. Phase of the evaluation**

The evaluation was conducted in four phases. However, there is no time limit between the phases. For example, the analysis of the information has been made progressively as the consultation of persons and documents continued.

The first phase consisted of briefing with the project staff<sup>4</sup> and the finalization of the assessment methodology. To overcome the time constraints<sup>5</sup> of the evaluation, were organized in parallel individual/group meetings, ground works and telephone<sup>6</sup> interviews.

The second phase was devoted to the documentary review<sup>7</sup> and analysis. The documents were provided by the project staff at the request of the consultant team.

The third phase has been attributed to interviews and meetings with stakeholders and beneficiaries of the project as well as the analyzing of the collected information. It is WWF Madagascar and Western Indian Ocean Programme Office staff and project partners. The collected primary data have allowed having the views of people affected by the project results, and secondly to cross / clarify information contained in the documents. The consultant team has consulted 67 people<sup>8</sup>.

Finally, the fourth phase involved the elaboration and validation of the final evaluation report of the project. The TOR has already provided the overall framework of the report and the comments of the staff of WWF report on the draft were taken into account in preparing the final report.

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<sup>4</sup> Harisoa Rakotondrazafy, Project Officer, RAHARIZAKA Haja, M&E Officer

<sup>5</sup> The evaluation was carried in 18 days including field interviews during last weeks of December

<sup>6</sup> Rijamanitra Ranaivoson in Morondava, Edeny Andriamizanain Tuléar (field mission) and Fort Dauphin by phone, Marie-Donna Ranaivoarivelo in Antananarivo. Rasolofo Andriamahaly interviewed by phone partners and Staff in Antsiranana and Ala Atsinanana

<sup>7</sup>; Annexe 6 : List of supporting documentation reviewed

<sup>8</sup> : annex 4: List of individuals interviewed and of stakeholder groups and/or communities consulted

## **Chapitre 3. MAIN FINDINGS AND CONCLUSIONS**

### **3.1 Relevance of the project**

#### **3.1.1 Strategic Alignment**

The project is aligned to the national priority. Indeed, Madagascar has ratified the United Nations Framework Convention on Climate Change (UNFCCC) in September 1998 and the Kyoto Protocol in 2003. The Government has established the Department of Climate Change (DCC) to lead the implementation of the UNFCCC in the country and to coordinate all activities related to the Convention. National Policy to fight against Climate Change was developed and validated in Madagascar in 2011. This project contributes to one of the main strategic axes of this national policy such as to “reinforce CC adaptation action based on the country needs”. Capacity building and implementing adaptation action are among the key priorities.

The project is aligned to the WWF MWIOPPO Conservation Plan 2012 – 2016. This plan has rated ‘High’ the CC threat. The project has addressed the Conservation Plan concerns such as the weak capacity within the Government, civil society and local communities to address the threat of climate change, the insufficient knowledge of climate change causes and effects on ecosystems: Few climate vulnerability assessments have been done for the MWIOPPO region. Climate Change Adaptation is a cross-cutting objective within this document “By 2020, climate change adaptation is mainstreamed into all existing programmes and projects and future conservation planning, ensuring that WWF and WIO conservation targets, priorities, strategies and investments are optimal and sustainable”. This project is well aligned with this strategic plan and contributes to its achievement.

The CC is a real threat to the biodiversity of Madagascar and the ability to cope is very low at all levels. This CACC project responds to the lack of knowledge and know-how

#### **3.1.2 Project design**

The Project Goal and the Project purposes are clear in meaning but were worded as activities. They should be expressed in terms of observable lasting changes at level of ecosystems, biodiversity and other targets. One proposition of statement of the project purposes may be “WWF and its conservation partners are reinforced in developing in country capacity for climate change analysis and adaptation by end 2102”. The Log Frame was reviewed according to the project MTR. But the Outputs 2 and 3 depend on the realization of Output 1. The three outputs of the project seem to be the project steps/phases.

However, this project allows responding to skills gaps; otherwise the implemented adaptation action will not be possible. The baseline indicates that there were limited or not at all activities/frameworks/ awareness on CCA in the country. The project really started actions on CC adaptation in Madagascar.

#### **3.1.3 Institutional Arrangements**

The project is based on the international framework agreements on CC. There is no direct connection between the project with the Ministry in charge of the Environment and the CC of Madagascar. As a project of WWF Madagascar, its privileged interlocutor would be the DCC of the Ministry of Environment but in practice, this commitment is rather presented in the form of a partnership and is limited to technical and financial support. The government party is not accounted to the (none) achievement of the project results. This situation gives full independence to autonomy project management by WWF and that can facilitate the implementation of activities. However, the lack of mentoring and leadership from the government put at risk the question of sustainability.

### **3.2 Project progress and achievements against log frame purpose and outputs (indicators)**

The assessment consists of measuring advancements and achievements of the project depending on the purpose and results of the logical framework. Project effectiveness was assessed with the achievement of the activities included in the revised logical framework of the project. This is to check the values of IOV compared to the set reference data. Information sources are the technical reports documents<sup>9</sup> completed with interviews with key personnel and project partners. The values are reported below

#### **3.2.1 Project goal and purposes**

<sup>9</sup> TPR 2009-2011 ; Project Technical Progress Report Feb 2012, Workplan 2012 and realization

Project goal and project purposes OVI have been reached as follows. The project has supported WWF and its conservation partners in developing in-country capacity for climate change analysis and adaptation. Interviewed WWF programme coordinator and local development stakeholders/partners said that technical assistance from the project like is still needed when the time is come for them to do VA and CCA actions.

- *Climate change adaptation initiatives implemented by government and other stakeholders*

The project has led to initiatives to adapt to climate change implemented in part by the government side and on the other hand by conservation professionals. These include for example the development of CC adaptation projects by DCC. In collaboration with WWF, IUCN has done a study on CC Vulnerability assessment of lemurs. Also, the regional authorities at the level of the DIANA region have engaged in the development of a management plan for traditional fisheries. And initial climate change vulnerability assessment was done in the Manambolo Mangrove Landscape.

- *Integration of adaptation into 1 relevant policies*

The CACC project supported the DCC in the development and validation of the National Policy on Climate Change (PNCC) and regional authorities in Menabe to integrate adaptation into the regional development plans.

- *Government and other stakeholders demonstrating knowledge and ability to manage vulnerability and deal with climate impacts*

Training reports brought out the skills improvement of government and other stakeholders to manage vulnerability and to deal with climate change. The participants at the various trainings have acquired basic knowledge to initiate the integration of ACC in their work documents. Decision makers and technical responsible within the key sectors in the Region (Menabe, Diana) have improved their ability to do VA and integration of CC aspects in their PRD. However, interviewed individuals request continued assistance from the project on the implementation of CCA action. Other stakeholders such as WCS, CI, researchers from partner universities (DIANA, Antananarivo) have the knowledge and ability to manage and address vulnerability to climate impacts.

- *Adaptation mainstreamed into WWF MWIOPPO conservation strategy evident through pilot initiatives targeting species and habitats identified in VAs, and supporting key sectors activities identified as appropriate according to VAs by 2012.*

Pilot initiatives have targeted species (lemurs, birds, aloes and terrestrial turtles) and habitats (mangrove, forests, terrestrial) identified in VA.

- *Climate change adaptation integrated into WWF other programmes and projects*

Most ongoing WWF MWIOPPO projects and programs have not yet fully integrated CCA though efforts have been made to consider CCA in the landscape planning processes. Projects developed from 2009 consider this aspect but climate change adaptation activities could not be conducted given that the necessity of undertaking vulnerability analysis prior such activities have not been clearly stipulated and/or budgeted in them.

- *Understanding of adaptation and capacity to implement adaptation strategies and climate proof projects significantly improved in WWF and partners by 2012.*

According to training reports (training evaluation), WWF staff and partners have improved significantly their knowledge of adaptation and capacity to implement adaptation strategies and climate-proof projects. Interviewed programme coordinators said that they now better know how to do it.

### 3.2.2 Outputs

Achievements of outputs OVI are as below:

#### **Output 1**

- The project has planned the hiring of a CCPO/CCA Senior Advisor. The post was freed twice (in 2011 and 2012).
- 4 out of 1 Memorandum of Understanding was established with Climate Change Support Committee key: DGM, Blue venture, IUCN, Reniala

- 66 participants (WWF staff and partners) in trainings in 2009, and about 273 participations in training held in 2011 and 2012. This represents more than 565% of the OVI of “more than 20 members of WWF staff and more than 30 conservation partners were trained in CCA”
- The project has produced more than 35 communication tools, 1 document DCC/WWF, 1 Poster WWF, 1 brochure DGM/WWF, 1 brochure WWF and 1 Witness document. The OVI was “At least 2 useful document/article on climate change is shared to WWF staff and partners every six months”
- WWF MWIOPO Adaptation Action Plan was established in March 2011. The update of document is underway according to the new WWF MWIOPO Conservation Plan.

## Output 2

- More than 2 PowerPoint presentations prepared/adapted and used for national, regional and local targets
- 10 out of 5 communication tools developed and disseminated to national, regional and local targets: 1 booklet on CCA in Madagascar in collaboration with DCC (250 copies), 1 Poster for CoP 16 (25 copies), 1 brochure on climate in Madagascar DGM/WWF (400 copies), 1 brochure for CoP 16 (75 copies), 1 booklet on CC voice of Madagascar (600 copies), 1 booklet on species vulnerability (200 copies), 1 Booklet on MPAs (150 copies), 1 booklet on climate data (200 copies), 1 Booklet on mangroves vulnerability assessment (150 copies) and finally 1 Booklet on climate witness toolkit (200 copies).
- More than 2 technical reflection meetings/workshops with Government staff (with Direction of Climate Change, System of Protected Areas of Madagascar, General Direction of Meteorology)
- 57 of 30 Government staff involved in training and awareness raising events (12 members of READ DSS, 14 members of DCC, 8 Regions and GTDR Menabe, 30 Development Sectors in Menabe)
- 1 out of 2 Memorandum of Understanding established with government staff (Agreement with DGM)

## Output 3

- 1 terrestrial species workshop was organized and 1 publication was released.
- 1 Document on CC vulnerability for 4 terrestrial species in Madagascar is produced (200 copies). The document presents the VA of Silky Sifaka lemur (*Propithecus candidus*), the Suzanne's Aloe (*Aloe Suzanna*) and radiated and spider tortoises (*Astrochelys radiata* and *Pyxis arachnoides*)
- 1 publication on Climate Witness results: Voice of Malagasy People - Climate change and rural livelihoods (French, English and Malagasy version - 200 copies for each version). This document gives an overview of the impacts of climate change experienced by local communities living in four WWF pilot sites (Diana Region, Tsiribihina Mangroves, Plateau Mahafaly and Mandrare Basin)
- Landscapes approach integrate climate change considerations: A framework document on integrating CC into landscape approach with regards to the new WWF MWIOPO conservation plan (2012-2016) is developed
- Vulnerability studies were conducted at COMATSA and LST. So 2 out of 5 VA were done for at least 5 priority landscapes. The implementing of adaptation strategies has started for LST. 2 out of 3 adaptation activities implementation in 3 pilot sites are postponed to year 2013
- 39 out of 10 WWF staff trained on CW toolkit and did 2/3 applications it in their intervention areas: Bekiria, Beheloke
- 2 out of 2 scientific articles/presentations to national or international conferences. The PO attended the WIOMSA meeting in Mauritius and the PC was invited by Nature Serve to talk about our experience in adaptation. A scientific article from the workshop is under final evaluation.

With reference to the above Log Frame indicators analysis and the project monitoring data, the project has carried almost all planned activities and has exceeded many of the indicators set for the project period. Only, 2 activities planned in 2012 are postponed to year 2013. The project donor has agreed to carry forward the Production of communication and exhibition materials for international/regional/national meetings/workshop for 2012 activities. The project supported/contributed to the participation of the project manager and the CSSP coordinator in international meeting (WIOMSA in Mauritius, Nature Serve in Colombia) The project did not have the opportunity to support the participation of climate change adaptation team in international/regional meetings/workshop for the year 2012.

### 3.3 Assessment of Project Implementation and Management

For this part of the analysis, the methodology used elements of Rapid Organizational Assessment which provides all the elements to be included in an internal assessment. It has been used in a rapid version, with a checklist as its main tool. Key questions were elaborated to assess (i) the project implementation, (ii) the project operational management, (iii) the financial aspect, (iv) the administrative aspect, (v) the monitoring aspect.

### 3.3.1 Project Implementation

The result of the rapid organizational assessment is presented in the following tables. The elements that have been evaluated concern the objectives of the project, the external relations, the external factors and the strategy.

<b>01.0 OBJECTIFVE OF THE PROJECT</b>	<b>Positive ----- Negative</b>	<b>Explanations</b>
01.1 Is the project relevant to the adaptation to the CC?		Very relevant because the CC is a real threat to the biodiversity of Madagascar and the ability to cope is very low at all levels. The project responds to the lack of knowledge and know-how in the country.
01.2 Is the project supported by the staff & management?		Objectives and expected results of the project were shared internally between the programs and projects of WWF and have been tested and supported by field agents. The Director of Conservation is recipient of all regular progress report of the project and validate activity reports for donors (WWF Norway and NORAD)
01.3 Is the project understood & accepted by stakeholders?		Understanding of the partners is evidenced by the signing of partnership agreements. However, the expectation of the government party (DCC) project (WWF) is rather financial given their limited budget. The COBA was only slightly considered as stakeholder and are rather beneficiaries of the project. All the development key players clearly understand the objective of the training. Most of the time training sessions set objectives for the capacity building sessions either (i) to integrate adaptation into policies, or (ii) to integrate adaptation into landscape planning. However interviewed regional/field staff are already involved in many WWF projects and are confused in naming the ACC project proper contributions. This situation did not facilitate the analysis of the project contributions.
01.4 Is the project adequately translated into long term objectives /impacts?		The expected impacts (Project goal) are still very ambitious considering the novelty of the theme. The definition of project impacts and outcomes varied from project staff, WWF staff and other stakeholders. The MTR reported that “we must wait for the implementation of adaptation actions in order to measure the impacts. As part of the pilot actions, this will be possible ». The last project TPR reported “The CCA Programme has reached its objective in giving a basic knowledge”. Interviewed WWF staff (ISF, Terrestrial) said that they are at the level of awareness and confident to act in VA and ACC. Partners feel technically more reinforced to deal with CC.
<b>02.0 EXTERNA L RELATIONS</b>	<b>Positive ----- Negative</b>	
02.1 Are relations with financiers/donors satisfactory?		As the main interlocutor of WWF MWIOPO, WWF Norway is closely involved in the project implementation, tracked progressively the project progress and act as a senior advisor. There is some flexibility for any adaptive management during the project implementation in accordance with the project outputs and outcomes.

02.2	Are relations with other agencies adequate?				The project implementation strategy as "direct services" has limited the partnerships with other organizations to service providers. Only a limited number of agencies (CI, Universities, WCS) were consulted / informed from the beginning. However, strong partnerships have been established with the association Reniala, Blue Ventures and IUCN, as expert project support and shared learning. Partnerships are based on the needs of the project. In some cases, the work may not be translated in terms of partnership because of the status of the provider, but the joint-learning principle was always favored. Collaboration begins with consultation services and may be transformed into convention later.
02.3	Has WWF adequate relations with policy makers in the region and country?				Relations with the national government were limited due to the political situation. There has been some lobbying and advocacy for the sector at national level. Relationships with partners in government such as DCC, DGM are excellent. . WWF is playing key role in boosting the Thematic Group on Climate Change composed by several entities.
02.4	Has WWF a good public image?				As a result of points 02.2 and 02.3 its public image is excellent.
<b>03.0 EXTERNAL FACTORS</b>		<b>Positive ----- =----</b>			
		<b>Negative</b>			
03.1	Is the socio-economic situation conducive to the performance of the project?				Not conducive: inflation, the low purchasing power of population, low level of education combined with the influence of certain habits, high input costs, poor roads, high transport costs, low communication link, the lack of water, investment incentives is low Government support is sorely lacking compared to before 2009 (e.g., increased numbers and size of PA). However, the ongoing political crisis helped all stakeholders to understand the need for enhancing partnership, collaboration and exchanges of information
03.2	Is the legal framework conducive to performance?				The environmental sector is currently suffering from a lack of regulatory framework for the governance of natural resources; regulatory laws have been developed but are not applied in the absence of government decision-making. However, The PNLCC provided an excellent framework for all initiatives on adaptation in Madagascar, despite its weaknesses (limited vision, lack of timeline etc.).
03.3	Are socio-cultural norms and values among the target group and in society conducive to performance?				Intellectuals are open to new theme. But the traditional villagers are generally slow to accept change and take risk. Also, the high level of illiteracy, poverty, lack of motivation to join associations limited the impact of the project.
<b>04.0 STRATEGY</b>		<b>Positive -----</b>			
		<b>Negative</b>			
04.1	Is the overall implementation strategy clear and in line with the mission?				The overall strategy of direct service is clear. In addition, institutional capacity building of partner held for durability even if the pilot project concerns only a few regions.



04.2	Is the strategy translated in a clear, realistic annual plan?		Work plans have been made clear each year. Annual work plans are discussed with and approved by the donor.
04.3	Are the working approaches clear and realistic?		Some initial work approaches (agreement with professional partners, training of trainers, and development of advocacy tools) worked as expected. Approaches have been continuously adapted and improved. Comprehensive strategies have not changed and the project's sustainability is addressed as institutional capacity building of partners took place. The challenge is how to apply the knowledge and have clear impacts on biodiversity and human?
04.4	Is the annual plan regularly monitored and adapted?		The project has demonstrated flexibility in adapting its methods and activities to meet the realities that happened during the implementation. Annual plans were adjusted accordingly (e.g. second session training for staff, revision of the logical framework, budget amendment, request of no-objection notice from donor, etc.)..
04.5	Is there a clear and effective work planning?		Within the time fixed by the annual plan and management, the project Officer had considerable autonomy to plan the work. The project officer is responsible for the drafting of the action plan, which will then be discussed with the entire team for additions and feedback.

### 3.3.2 Project Management

The result of the rapid organizational assessment is presented in the following tables. The elements that have been evaluated concern the Outputs, the Inputs, Staff and the Management style.

<b>05.0 STAFF</b>		<b>Positive</b> ----- <b>Negative</b>	
05.1	Is staff performance adequate?		Yes, the staff has excellent performance in technical training, monitoring, and evaluation. Performance in project management (reporting, monitoring and analysis) by project managers was correct. However, there was no real follow-up of the beneficiaries after the trainings to see how they use their skill
<b>06.0 OUTPUTS</b>		<b>Positive</b> ----- <b>Negative</b>	<b>Explanation</b>
06.1	Do the products and services adequately address the needs of the target groups?		To some extent, yes, but the project also noted flaws in the way some needs were addressed (e.g. training too theoretical, English training language). Government and other stakeholders find VA and CCA very appropriate for their need and priority at this very moment. )
06.2	Is there sufficient demand for CCA skill?		Yes, there is a constant demand for training, technical advice, training materials, financial aid, etc. Now the theme is launched as a crosscutting theme

			As example, actors in Menabe begin to take into account the dimension "Climate Change". This is evidenced in the fact that they wanted to incorporate it into their development plan. Specifically, the staff of the Region is convinced of the importance of the subject, and asked the WWF to expand of the training to embrace people from all key sectors of development in the Region.
06.3 Can the project meet the demand for CCA capacity reinforcement?			Not alone. The needs (requirements) of the environmental sector are enormous and can not be met by the project alone. The project has forged collaboration with other WWF projects and partners to jointly meet the vast needs. The project is the main precursor of CCA capacity building in Madagascar.
06.4 Are the target groups satisfied with the quality of products and services delivered?			<u>Staff WWF</u> : Low satisfaction at first because of the language training (in English and very complicated) and good satisfaction thereafter. Sessions of the last quarter of 2012 coincided with work overload of end of fiscal year. The training organization is based on trainer's availability (CC team, Capacity development programme team, expert/DGM) and also following the planning of all CC projects. <u>Partners</u> : generally satisfied with the training, materials and tools. Development actors have shown an increasing interest in the development and implementation of sectoral CCA. Many training sessions were held during December 2012, which is not convenient given the workload during this end of FY.
<b>07.0 INPUTS</b>	<b>Positive</b> -----	<b>Negative</b>	
07.1 Is there a sufficient number and skilled staff?			At Central office, there are 4 people working on the project and are supported by CDP trainers. However, with their shared responsibility with the management of other projects, the number of project staff is still insufficient compared to the volume of work and should be supported by technical people in the field. The project staff (CSS Programme Coordinator, Project Officer, CC Project Assistant, and Finance Officer) is all competent in their respective area. The team is composed of technical and financial staff and they are all familiar with WWF Project management. The project has planned the hiring of a CCPO/CCA Technical Advisor. The post was freed twice (in 2011 and 2012) and the CSSP Programme coordinator has acted as the interim ever since.
07.2. Data management			Project data are updated regularly by the project assistant and shared within WWF staff via the WWF internal server system

07.3 Are services of third parties adequate (consultants)?		The project often uses the services of external consultants for timely interventions. Consultants can be organizations (partners), consulting firms or individual consultants. All consultants are subject to the administrative procedures of WWF and services (deliverables) are validated by WWF.
<b>08.0 MANAGEMENT STYLE</b>	<b>Positive</b> ----- <b>Negative</b>	
08.1 Is attention of management adequately divided over quality and volume of outputs?		The Conservation Director is recipient of periodical technical report and the Finance Director for the financial report for WWF and donors.
08.2 Are decisions taken in time?		Interviewed staff said that most decisions were made on time, but applications have been delayed due to long and complicated administrative and financial procedures, allowing very limited flexibility in programming.
08.3 Is the staff adequately involved in decision making?		A hierarchy is already set up at WWF MWIOPO, some decisions can be made directly by the project officer but others must move to higher hierarchy.

### 3.3.3. Financial aspects

The evaluation of the financial performance of the project is related to the element « System and Procedures » of the Rapid Organizational Assessment.

<b>09.0 SYSTEMS ET PROCEDURES</b>	<b>Positive</b> ----- <b>Negative</b>	
09.1 Are financial/administrative procedures adequate?		Funds are transferred from the donor on time. According to WWF personnel, administrative and financial procedures, WWF MWIOPO complies with the requirements of the donor but they are both long and time-consuming, thus preventing rapid adaptive management and might compromise key reorientation initiatives (e.g. procurement, clearance mission, etc.)
09.2 How is the financial realization performance?		The project financial performance for the 4 year of is provided in Annex 5. The annual « Burn rate » during 2009 to 2012 is more than 90% at the end of the project, with a commitment of 77% for the last semester of the year 2012. This situation is explained in part by the dependence of certain activities of the learning phase that lasted until the penultimate quarter. This learning process does not affect the financial and technical performance of the project. Some activities were launched since the last semester but are still continuing like vulnerability assessment. And the activities of audit, evaluation, communication cannot be implemented before the last quarter. They were planned for the last quarter. Also, some trainers were not available before September 2012. This situation may disrupt the quality, contingency management, control errors (financial), the availability of partners and target training. Also, project staff explained this situation by the fact that part of the unspent wage of the CCPO (roughly 20% of the total budget) has

		only been transformed into activities since September 2012, increasing the workload of the project staff in the last three months of 2012.
09.4	Is there an adequate reporting system (financially, financially)?	Yes, Semi-annual and annual technical and financial reports. Guidance on the length and the form of the reports are provided.
09.5	Was there a positive audit report in 2011?	Yes. According to auditor "the accounts and financial report give a true and fair view, in all material aspects, of the collected revenue and the expenses paid by WWF-Madagascar as part of the MG 935.01 "Climate Change Adaptation Capacity in Madagascar" GLO-08/449-10 (Norad), 5030 (WWF Norway), Project for the period from January 1st, 2011 to December 31st, 2011 in accordance with the terms of the agreement signed on February, 15th, 2011, amended on April 28th, 2011 and November 11th, 2011 between WWF NORWAY and WWF MWIOPO, and with the principles and procedures of WWF MADAGASCAR."
09.6	Were financial means sufficient?	The budget was transferred to the project on time according to the needs and schedule of the project. There are opportunities to apply for no objection to non-compliant activities as per annual plan. The project manager talked about the non-competitiveness of Madagascar and the project to recruit an international "senior advisor» given the financial budget allotted to this position.

### 3.3.4. Administrative aspects

<b>10.0 STRUCTURE</b>		<b>Positive -----</b>	<b>Negative</b>
10.1	Is the decision making structure based upon a clear division of responsibility?		There is a clear division of responsibilities and though there is a strong hierarchical structure, this does not constitute an hindrance in the decision making processes as the team has strived to enhance its internal communication and exchange processes
10.2	Is the division of tasks and responsibilities clear and understood by the staff?		Roles and responsibilities between management and staff are clearly divided and understood by staff.
10.3	Is the logistical support adequately arranged?		Trainings, meetings, workshops were held in different places of the country and the office of WWF has provided all needed administrative and logistical supports. WWF has resorted to external service providers (location) for any extra needs. Technical staff believes that administrative procedures are too complicated and time consuming.

### 3.3.5. Monitoring aspects

The monitoring system of the project is materialized by several points.

The conversion of the logical framework onto annual work plans can be used as tools for monitoring the conduct of the project. The semi-annual and annual technical reports report on the progress of the activities. Then, the project reviews (Mid-term, final review) allow to measure the achievement of the project and to make recommendations. Annual audits ensure financial project monitoring performance and operational compliance with WWF procedure. Finally, the agreements with partners, contract providers can also serve as tools for monitoring final outputs even if these agreements contain no timetable agreed activities.

However, this arsenal of tools and monitoring procedures may consume a lot of time for the very few project staff. Excessive demands from the finance department for documents costs are sometimes very difficult to meet.

<b>11.0 SYSTEMS AND PROCEDURES</b>	<b>Positive -----</b>	<b>Negative</b>	
11.1 Is there a good system for monitoring and evaluation?			Based data periodically collected (Reference, mid-term, end), but regular monitoring is limited to data collection based on reports. The source of baseline and indicator is not indicated. Also, It is worth mentioning the Peer Review, a participatory monitoring system every 6 months. .
11.2 Are realistic monitoring indicators developed?			OVI were developed for the project goal, purposes and activities in the revised LOGFRAME as per the project MTR recommendations.
11.3 Is there sufficient attention to data quality control?			Data quality checking was done during Verification / validation made by the Director of Conservation and the Monitoring and Evaluation Manager, and also every 6 months during the Peer Review
11.4 Is sufficient information about project performance easily available?			Frequent monitoring by staff gave good information. Semi-annual reports for donors are available (LFA and quantitative analysis of average quality), in-depth analysis of the project results are available.
11.5 Is there an adequate reporting system (Technically, financially)?			Yes. There are comprehensive technical training reports.

### 3.4. Project Efficiency and Impact

Defined impact indicators of the project are improving ecosystem resilience to CC or improvement of human resilience to the effect of CC. These impacts are difficult to achieve at the end of the project, given the time scale of some parameters (e.g. 50 years for the variation of 1.6 degree global temperature of the earth). It was agreed with project staff that the impacts we are evaluating here is also the contribution of the project, according the planned output/logframe. For more realism and objectivity, this evaluation attempt to identify and evaluate the impacts (outcomes) of the contribution of the project to reach this long term impacts. Progress markers set for these impacts are: (i) Improved knowledge on the impacts of climate change on biodiversity and livelihoods for WWF MWIOPo and within the conservation community, policy makers and local communities (on Output 2), (ii) WWF MWIOPo integrates adaptation to climate change in their conservation work (on Output 1), (iii) Strategies and adaptation to climate change measures are implemented in priority ecoregions of WWF MWIOPo (Relative to Output 3)

The results of the outcome mapping are presented below.

Improved knowledge on the impacts of climate change on biodiversity and livelihoods for WWF MWIOPo within the conservation community, policy makers and local communities Madagascar targets		← widely improved		scarcely improved →	OVI	Comments, success factors or barriers
A. Desired improvement of WWF staff skills :		← widely improved		scarcely improved →	OVI	Comments, success factors or barriers
A1	Have knowledge/Develop skills on CCA				more than 565% participations of WWF staff and partners	Overall improved. Based on the staff self assessment, their knowledge on CCA has increased. Assessments before and after training showed differences in favor of increase of the technical knowledge of staffs on CC and specific knowledge about climate, species, etc. And trainees were equipped with various tools such as "climate witness tools, etc. ». Some staffs have contributed to the pilot vulnerability assessment conducted by this project and has provided their expertise all along the process. This project gave opportunities to the CCA team to strengthen their capacities on CCA through training at international level. Those training were very substantial to build the WWF WWIOPo CCA training in terms of innovative approach, training materials and training skills. It contributes to close collaboration within WWF network, particularly with the Capacity building team within WWF US and the African Adaptation Initiative. Collaboration between CDP and CC team, one of the recommendations of the Midterm Review was implemented. This collaboration has contributed significantly to the success of required training

	Have and understand the guidance document to start working on CCA in their work (Vulnerability Assessment, Adaptation Planning, Climate Witness), Communication					More than 2 PowerPoint presentations prepared/adapted and used for national, regional and local targets	The 2nd training session reported that the knowledge and skills of the participants changed dramatically after training on the ACC, with an increase of approximately 80% for the programmatic management staff and 67% for the programmatic field staff Based on interviewed of some Programme staff (CDP, Terrestrial), they think they understand the guidance but they have not yet started to work on CCA
A 2	Have manifest interests to include the component CC in their project/programme					Increase of approximately 80% for staff programmatic management and 67% for staff programmatic Community	Interviewed staff manifests interest to include CCA in their ongoing programs as much as possible and systematically in new projects. The action plan they developed demonstrate their willingness to integrate the CC aspects in their work but still need further support from the CC team. WWFStaff In Tulear asks for some accompaniment for the first integration.
A 3	Disposal of Adaptation action plan within WWF MWIOPO					ACC integrated in the Conservation plan for 2012 - 2016	Conservation work of WWF MWIOPO has a strategy / framework for the integration of climate change since March 2010. WWFMWIOPO has developed a conservation plan for the period 2012-2016. Also, the project supported the in the elaboration of the national policy document incorporating adaptation to climate change.  All future conservation plans will be associated with a plan for adapting to CC.

**Observations:**  
 Targeting WWF staff in capacity building on a new theme as the CC is already an investment of WWF  
 Interviewed staff in Tulear and Fort Dauphin shared this statement; they still want to participate to more sessions.  
 A project manager based in Tulear WWF did not know that it is this CACC project that provided trainings in CCA.  
 The Program Managers in Eco-regional "ALA Atsinanana" confirm that they have acquired the basic concepts of "climate change", but can not pretend to be experts in the field. They are able to integrate these concepts into their outreach activities of village communities in their area of operation  
 For the staff of WWF, knowledge of CACC helps in planning conservation activities, studies of vulnerability of species.  
 A field staff of Ambondro- has a certain difficulty in the application of learning and adaptation action in accordance with the needs of the community (which is rural electrification)

<b>B. Desired improvement of project partners skills:</b>		← widely improved	→ scarcely improved	OVI	<b>Comments, , success factors or barriers</b>
B1	The government party and policy makers have developed a national policy and local strategies on CC			1 NPCC	The CACC project has supported the DCC in the elaboration and the validation of the Document on National Policy on Climate Change (NPCC). The project contributed to the elaboration of Madagascar National Policy on CC. Decentralized community is interested in the topic. Region Menabe issued request for the training of local technical services. This is part of the update of the PRD and RDRP. The dimension of climate change will be a cross-cutting theme for all development activities of the Region The partnership between the project and the DGM has developed the consideration of climate indicators and factors in the VA and CCA
B2	The conservation community has gained new knowledge about the reality of CC			Increase of practical knowledge after trainings	The project has established a support committee Support experts (university researchers) have theorized the knowledge/information on CC from the project and have them integrated into the university curriculum The community is aware of the phenomena due to CC (dune formation, depletion of resources ...) and took adaptation at hand (displacement and abandonment of the village, reforestation...).



B3	The skills of conservation professionals are enhanced with knowledge about CC							Increase of knowledge after training	<p>In line with the shared learning, conservation professionals (The Peregrine Fund, Blue venture, WCS) got significant experiences in the management of marine protected areas and are regularly disseminating research findings and experiences.</p> <p>In Tulear, action research in marine protected areas conducted with WCS requires a continuous exchange with other projects of WWF and various regional actors.</p> <p>In Menabe, WWF is collaborating with MNP to constantly monitoring actions in coastal area of this region.</p>
B4	Environmental actors (NGOs, Association Consortium, platform) are equipped for the inclusion of CC in their activities							Training supports	<p>WWF is very active within the CC Thematic Group. Through this project, WWF has played a crucial role in the creation and revitalization of the GTCC (platform regrouping Government representatives, NGOs, Civil Society, Sectors, etc.). WWF was the co-president in 2011 and has led many initiatives. Until now, this platform is still operational and very active. Also, following the training and sensitization, the Region Menabe has integrated CC aspect in its PRD, and the NGO SARAGNA has planned ACC activities as well.</p> <p>Civil societies have received training to increase local knowledge on CCA. Associations and NGOs are aware of their role as a bridge/local leader. At the regional level, these entities require more institutional and technical supports in order to integrate CCA in their activity.</p>

B5	Partners mainstreams CC in strategic document/framework						57 of 30 Government staff involved in training and awareness raising events (12 members of READ DSS, 14 members of DCC, 8 Regions and GTDR Menabe, 30 Development Sectors in Menabe	Representatives of departments and decentralized technical services in Morondava, Tulear, and Diego were sensitized and expressed interest in the topic. Region Menabe decided to take the CC as a crosscutting theme in all development of the Region. In Tulear, an intention to mobilize all key development in the region was advanced at each meeting regarding the regional development strategy
<p><b>Observations:</b>                  « We have participated to many meetings and workshops dealing with problems caused by the CC and we want further knowledge about the choice on the necessary adaptation measures. » Mahakosy Merci, President of GTDR Menabe.                  A member LALANDA a consortium stated that "dimension" adaptive capacity to climate change "should be taken into account in a cross for all development activities and conservation." The profit on the issue of climate change and the need to adapt has been noticed by the Agents field program "ALA Atsinanana" at the Notables and Local Authorities during discussion sessions                  The training sessions for the Region Menabe helped participants in their need to choose the species or varieties adapted to the pressures of climate aggressiveness. In addition, the "Dinan'i Menabe" is reputed to be the oldest, practical and efficient among many others existing in Madagascar, adaptation measures will be more effective by integrating them into the "dina".</p>								

		WWF MWIOPO integrates adaptation to climate change in their conservation work and can come into contact with conservation partners in this area (on					
<b>C. Desired behavior for WWF staff:</b>		← widely adopted		scarcely adopted		OVI	<b>Comments, success factors or barriers</b>
C1	WWF staff integrate CCA in their conservation work						<p>MWIOPO conservation plan integrates CCA</p> <p>The principle is acquired. However, on going programs have difficulty integrating CC component because the operation involves funding and other resources (for vulnerability studies). For new projects, the ACC component is an integral part of the project and is already budgeted.</p> <ul style="list-style-type: none"> <li>- Through the collaboration between the internal Programme, CC is now among the training theme provided by the Capacity Development Programme to their partners. Thanks to the expertise exchanges with the CCA team, the Capacity Development Programme has the ability to conduct themselves CCA training.</li> <li>- The CC aspects within the MWIOPO conservation plan were fully based on the Adaptation Action Plan developed under this project (March 2010)</li> <li>- CC threats are now integrated into WWF WMIOPO landscapes conceptual model through the contribution of the CCA project team and the increased knowledge of WWF staff provided by this project in this domain. This integration is among the key requirement for all WWF MWIOPO landscapes planning.</li> <li>- Through the increased knowledge on CCA, WWF staff has identified the CC actions that need to be implemented in their respective landscape; this is materialized by the action plan developed during the CC training. The staff need close support from the CCA team to field implement those initiatives.</li> </ul>

C2	<p>The project initiate the identification and the production of communication tools and technical and financial support</p>				<p>1 booklet on CCA in Madagascar in collaboration with DCC (250 copies), 1 Poster for CoP 16 (25 copies), 1 brochure on climate in Madagascar DGM/WWF (400 copies), 1 brochure for CoP 16 (75 copies), 1 booklet on CC voice of Madagascar (600 copies), 1 booklet on species vulnerability (200 copies), 1 Booklet on MPAs (150 copies), 1 booklet on climate data (200 copies), 1 Booklet on mangroves vulnerability assessment (150 copies) and finally 1 Booklet on climate witness toolkit (200 copies)</p>	<p>Advocacy tools and communication materials (posters, brochures and documents) developed for partners. In turn, they should develop valuable tools for the community and the targets of their program. However, the accompanying measures required by conservation professionals are expensive (database development, meteorology equipment materials, etc.)</p>
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**Observations:**  
 As a follow up of the training sessions, trainees were asked to develop plans of actions on adaptation they are keen to implement in their work. Though these plans are still under review, most of them are valuable and will guide the team in the development of more comprehensive adaptation strategies in most of WWF's intervention areas and landscapes in the future.  
 Most of the field staff (Ala Atsinanana), after they have received training and gave training to their respective teams on adaptation to climate change, have made the development of a Plan of Action to raise awareness about climate change, based on a brief analysis of the vulnerability of the biodiversity in their area of operation. These field staff shared the difficulties they encountered in the process of analyzing the vulnerability of the biodiversity of their area of operation due to the lack of biological data available to them  
 Most landscapes teams in the South preferred to wait for joint planning at the beginning of the year to take into account the learning outcomes. This will be an opportunity to upgrade to knowledge in the field.  
 For the staff of WWF in Menabe knowledge of CACC help in planning conservation activities, studies of vulnerability of species. The objectives of other projects are updated as well.

WWF MWIOPPO integrates adaptation to climate change in their conservation work and can come into contact with conservation partners in this area							
D. Desired behavior for the project partners:		← widely adopted		scarcely adopted →		OVI	Comments, success factors or barriers
D1	Partners have clear visions and adaptation plan for CC					3 out of 2 technical reflection meetings/workshops with Government staff	<p>Almost everyone who attended the training has become aware of the importance of spending time looking for alternative or measures of Adaptation to Climate Change</p> <p>The WCS team in Tulear continued to integrate the issue of ACC in MPA management. Training was another opportunity to consolidate the gains from the IHSM</p> <p>The NGO SARAGNA staff (Board of Directors, executive staff and all the field staff) participated to several trainings and benefited from exchange visits. It has integrated environmental dimension in its activities.</p> <p>Actions for the protection of the environment have been initiated.</p>

D2	Partners educate local communities on CCA						57 of 30 Government staff involved in training and awareness raising events (12 members of READ DSS, 14 members of DCC, 8 Regions and GTDR Menabe, 30 Development Sectors in Menabe)	Partners in Tulear (WCS) use CC elements from training to make periodic awareness through local radio stations (radio play, question for champion), participate in the festivities environmental (year) mobilize local actors, .. For the DREF team Menabe, knowledge transfer was made to teachers in environmental education.
D3	Partners initiate species VA						1 Document on CC vulnerability for 4 terrestrial species in Madagascar is produced (200 copies)	The project has established good partnership/joint learning with experts. This has led to an assessment of Climate Change Vulnerability of Madagascar's Birds and Lemurs (IUCN) Also, IHSM students did a study resilience of coral reefs and monitoring of health status of the reef in 2010 and are currently doing study on marine turtles
Observations:								
- Science-based partnership between WWF and experts								

<b>7.2.3. VA are done and strategies and adaptation to climate change are implemented in priority ecoregions of WWF MWIOP</b>								
<b>E. Desired behavior of WWF MWIOP staff:</b>		← widely adopted		scarcely adopted →		OVI		<b>Comments, success factors or barriers</b>
E1	VAS were carried out						2 of 3 VA for at least 5 priority landscapes	Vulnerability study and analysis is a long process that needs time to perform given the lack of monitoring data in Madagascar. The training of WWF continued until December 2102 but there were already 2 VA achieved in November 2012 and their implementation started that month for LST and marine reserve of Beheloke
E2	Strategies / measures to adapt to climate change are implemented in priority landscapes of WWF MWIOP						1 of 3 CCA activities implemented	Steps that lead to the implementation of CCA actions were done such as Vulnerability assessment (marine/LST, terrestrial ecosystems/COMATSA, species)

E3	Pilot actions are implemented by WWF MWIOPPO partners						2 out of 3 Applications in the field of the « climate witness » tool in pilot sites in Bekiria, Beheloke	<p>The project has promoted the integration of CC in the management of Protected Marine Areas (by WCS since 2011)</p> <p>Pilot actions included</p> <ul style="list-style-type: none"> <li>- Identification of vulnerability indicators</li> <li>- Spatial planning of biologist conservation and marine mapping</li> <li>- Integration of CC within the SRAT</li> <li>- Integration of the climate dimension in the PRD</li> </ul> <p>Following sensitization on CCA by the project, FRDA Menabe will train their service providers to integrate climate change in each intervention. Also, the NGO SARAGNA has begun to capitalize on its positive experiences for disseminating purposes</p>
<p><b>Observations:</b>                  In Tulear, with the marine program, a study of the vulnerability of sea turtles, another in the Plateau Mahafaly and a study of adaptation to climate change in the implementation of the GPA Beheloky were implemented.</p>								

### 3.5 Project Sustainability and Replicability

Given the vulnerability of Madagascar to climate change and the necessity of adaptation to be mainstreamed in all conservation and development domains (social, economic, environment, policies etc.), WWF took the initiative to lead on this issue by building the capacity of its staff and its key partners. Now that the national policy is in place and that institutionally the DCC is the leader on all CC issues in Madagascar, WWF should catalyze and facilitate the appropriation of DCC of its role.

The in-country organizational and technical capacity building and awareness on the subject have improved. The persons consulted have shown their motivation as they have learned and understood the ins and outs of the question on the CC. The CCA has been defined as a process and not a project and once the decision makers and actors are involved (trained / sensitized), the continuity of the activities is on track.

The wide dissemination of communication tools on climate change should be expanded by the mean of sectorial approach. All development actors should be able to use these tools. The main goal is to disseminate information to the grassroots. To do this, communication supports/media should be increased in number and diversity. The involvement of local journalists, bloggers (online) for the dissemination of tools may be more effective.

Project partners in Tulear are aware of the need for participation and engagement of all key sectors of development and exchange any discussion about the environment in general and climate change in particular. The level of involvement of public actors varies from one region to another while this aspect is the guarantor of the perpetuation insofar as they must position themselves as a leader in communication on CC and integration of adaptation measures at different levels.

One good illustration of the replicability of the project is the capacity of the CDP to carry out CC trainings.

### 3.6. Lessons learned

#### Strength/Success

- Lesson A: Capacity building on the CC is essential in all actions on the CC (theory followed by practice).
- Lesson B: WWF MWIOPPO is a major player in the field of CC in Madagascar. The organization is even ahead considering the difficulty of the technical and institutional requirements for implementation of the proposed ACC. The project had to manage the prior provision of enabling environment for the introduction of the CC theme in the country.
- Lesson C: Data from the Regional Weather Service interest more the local actors because this information affects them directly. Collaboration with relevant organization in climate (the case of DGM) is essential in any action on CC.
- Lesson D: To ensure that adaptation is science-based, a close collaboration and joint-learning with experts is crucial (DGM, University researchers, IUCN Species specialists, Socio-economic specialists, etc.)
- Lesson E: The training of trainers and trainings in cascade adopted by the project insure efficiency and continuity of the capacity building and awareness raising in the country. Adapted training tools should be developed and communicated accordingly.
- Lesson F: The gathering of various categories of individuals and entities that play key role in the CC actions such as WWF staff, Experts and researchers, regional actors, government parties (DCC and DGM) has insured and facilitated the common learning. This approach was well adapted for a new theme as the CC.



## **Opportunities/Potential**

- Lesson G : The CC is an additional threat and all development actors are aware that all actions of conservation and development should take into account the CC aspect from now.
- Lesson H : The integration of some field technicians among the participants to the training insure the putting into practices of the rhetorical trainings. From the analysis of the highlights in the villages, people have noticed the change in climate. Reflex sharing and discussion between officers and the communities should be developed because it creates awareness
- Lesson I : The introduction of Climate witness toolkits involved the local community. Programs that would incorporate the theme into their CC action are thus called upon to develop training material appropriate for their community (who has lower literacy level)
- Lesson J : The theme CC is new and the 3 project outcomes are the ordered phases of the project. The action of ACC could not be conducted until after the Phase 2 on Analysis of vulnerability which in turn depends on the phase 1 of the Capacity building. It is a process but there is no strict time limit between these phases. The CCA is a continuous process from building capacity to implement on the ground, a long process that should be taken into account during project designs.

### **3.7. Major factor affecting project results**

#### **3.7.1. Internal factors**

##### ***Weakness/Failure***

One of the factors that affected the outcome of the project is the lack of technical and administrative and financial staffs in the project management. The position for the "senior advisor" was hardly filled throughout the implementation of the project and even the project coordinator has ensured its function in a non-continuous basis. This staff turnover has an impact on the timing of technical activities and on the financial implementation of the project. Implementation staffs are a small team and in addition they are managing multiple projects within WWF.

Interviewed field agents have found the training and awareness tools to be highly theoretical or scientific to be used in the field and field agents are requested to bring additional verbal explanation to participants during sensitization meetings.

#### **3.7.2. External factors**

##### **Threat/Obstacles**

The major constraints faced by the field staff in the process of awareness of the effects and impacts of climate change, reside mainly in the following points:

The level of understanding of local communities which are very largely illiterate is low

On going WWF Projects / programs have difficulty integrating CC theme because the actions involved in this operation require additional contributions or adjustments budget. But this process takes time because the actions of the current projects have been already agreed with donors with guidance already clear that can not be changed in transit.

The lack of data for the analysis of vulnerability is a major constraint for conservation professionals. According to interviewed professional, this is combined with the failure of french speaking specialist (e.g. specialist in CC and ecosystem). Indeed, French is still the working language (discussion) for technical professionals in Madagascar

### 3.8. Conclusions and overall assessment

The project has shown a high level of overall performance in a scale of 0 to 5 (5= Outstanding, 4= High, 3= Medium, 2= Low, 1= None). Below are the key results and conclusions about the project's performance from the assessment in line with the five standard evaluation criteria: Quality and Relevance of Design, Effectiveness; Efficiency of Planning and Implementation; Impact; and Potential for sustainability, replication and magnification.

Quality and Relevance of Design	<b>High</b> – In line with WWF priorities and Norway, and with environmental issues in the country. In line with WWF MWIOPPO Conservation Plan. The Log frame was revised according to MTR recommendations.
Effectiveness	<b>High</b> – Output Indicators are almost achieved. During the 4 years of the project time frame, all of the activities of Output 1 are done and almost all activities of Output 2 are achieved. As regards to Output 3, two out of three VA are done and 1 out of 3 CCA has been initiated ; OVI logic is understandable, but the Project Goal and Purposes are too ambitious given the novelty of the theme and only steps leading to their achievement could be met during the project time frame.
Efficiency of Planning and Implementation	<b>High</b> – Funds, time and human resources are used effectively. The project capitalized on the resources and competences of other WWF projects
Impact	<b>Medium</b> –Capacity and awareness are improved and national/regional policy documents considering CC established or under development; Some studies of vulnerability and CCA into pilot programmes were done but the impact on biodiversity and human needs more time to measure.
Potential for sustainability, replication and magnification	<b>Medium</b> – At national level, the project has contributed to the Capacity building and the awareness of the country to the CC but with the low leadership and dynamism of the government party (DCC), the continuation of the initiated activities needs some more accompaniment. Nevertheless, in some ways the later can be compensated by the dynamism showed by regional authorities that will be key in all initiatives to be implemented at the regional levels Within WWF MWIOPPO, the project has increased staff capacity in VA and CCA. One case of replicability is the capacity of the CDP to carry out CC trainings

Outcome 1 was privileged compared to the other two which were made moderately. This may be explained by the fact that the Outputs 2 and 3 depend on the first one. But this interdependent relationship is due to the problem of the project formulating. In fact, the project outputs were formulated as the phases of the project.

All Output 1 activities have been completed and Output 2 activities are almost achieved. Concerning Output 3, the implementation of adaptation strategies in areas of WWF action is starting and the process leading to this implementation has been made.

The project financial performance for the 4 years period is analyzed in Annex 5. The annual « Burn rate » during 2009 to 2012 is more than 90% at the end of the project with a commitment of 70% for the last semester of the year 2012.

The project has achieved its purpose and outputs, but its contribution to the overall goal needs more time to show. The project was very performing in term of implementing activities with some technical adjustment to overcome implementation constraints ((e.g. second session training for staff, revision of the logical framework, budget amendment, request for no objection, etc.). The project has contributed in WWF and conservation partners' initiation in developing in-country capacity for climate change analysis and adaptation. However, views varied concerning the contribution of the outputs of the project to the sustainable development of Madagascar and poverty reduction by improving in-country capacity to understand and deal with climate change. Conservation and socio-economic achievements are likely to occur after the end of the project.

The project biological monitoring data has been appropriately recorded and stored. However, their dissemination has scarcely reached the external partners and/or stakeholders. Even WWF staff has not taken the opportunities to consult the posted data in the internal server.

The project has failed to present its courtesy visit to the local and national governments during its launching. Interviewed decentralized authorities would have appreciated courtesy visit from WWF the project local or head office staff. This may be explained by the political situation in the country in 2009. But, the local governments continue to appreciate courtesy visits even during/throughout the implementation of the project.

The status of the MTR recommendations is as follow. The project has improved the training tools and approach. Accordingly, the project has re-carried out some training sessions for WWF staff and partners. The project has prioritized conservation aspect and consolidated the achievement by the integration of the CCA in the conservation plan. Some landscapes have started to integrate CC in their conservation plan. To accelerate the development and the application of the VA tools, pilot actions have started and implemented tools. To improve information circulation, the project data were gathered, stored and managed at head office. They are made available for consultation but the project partners/stakeholders and WWF staff is waiting the project staff to communicate these data to them. In order to develop partnership at Indian Ocean level and to promote experiences exchanges, the project experiences were shared during staff participation at international meetings. And finally, in order to consolidate partnership with key stakeholders, agreements were signed with key stakeholders.

The views of the various consulted stakeholders on the achievements of the project (qualitative assessment) may be summarized as "High performance" in a scale of 0 to 5 (5= Outstanding, 4= High, 3= Medium, 2= Low, 1= None)

## **Chapter 4. RECOMMENDATIONS**

### **4.1 Project design**

As per MTR recommendation, the Log Frame was reviewed. However, the statement of impact indicators and results of the project should be SMART and made collaboratively with project partners.

The last three years were a learning experience. Three years are not enough to loop the circle of adaptation from the definition of targets, vulnerability analysis and all the consultation processes that each step requires down to the implementation of adaptation. The project design was very ambitious given the novelty of the CC issues.

Following of the approach step by step of the project, it may target the local community later. In that case, it is necessary that the action of capacity building in climate change adaptation continues down to the grassroots and cover as far as possible the intervention area of the project. Expert-Trainers should visit the field to be in direct contact with the Notables and Local Authorities. Develop more expressive and simplified awareness tools for more access and better understanding of the target audience which is mainly composed of illiterate individuals

### **4.2 Project implementation**

Given the novelty of the CC topic, it is useful to have a permanent structure to support and advise the implementation of actions of CC adaptation in and for WWF MWIOPO. The project has already established a group of experts in various domains (marine protected areas, socio-economy, forest ecosystems, species) to accompany WWF in vulnerability analysis exercises. This group needs to be expanded to experts working on other WWF's conservation targets.

To facilitate the integration of CCA into programs / projects of WWF, it is also recommended the establishment at the central level of WWF a technical team responsible for the technical vulnerability analysis biodiversities (fauna and flora) to climate change in different ecosystems of Madagascar.

To overcome the shortcomings because of novelty of the theme CCA, reinforce the interregional relations (Indian Ocean ESARPO, Caribbean, WWF U.S., WWF UK etc.) in the WWF network to promote exchange and sharing of best practices. Inputs from other specialists (species, ecosystems, ecological processes, socio-economics, etc.) are also needed in training and practical training to guide technical staffs in the integration of ACC into their strategy actions for conservation and sustainable management of natural resources. The integration of WWF MWIOPO in the Africa Adaptation Initiative will be an asset for this purpose.

Participatory planning of (training) activities with project stakeholders (participants, trainers, experts) is highly recommended in order to avoid overload of activities and to facilitate the presence of participants / trainers at the training sessions.

The existing synergy of actions between the Project MG 935 and other projects of WWF should be reinforced and continued. These include in particular the Project "Strengthening Civil Societies," the Department "Environmental Education".

### **4.3 Project management and Administration**

Given the limited number of project staff, it is recommended to reinforce the implementation team with technical individuals.

The project has provided the capacity building to existing structures (READ DSS in Diana, GTDR in Menabe, DCC team in Antananarivo). Even when the project ends, these structures are supposed to relay what has been initiated by the project. The CC adaptation team at WWF will ultimately monitor and accompany the field staff and partners in their own initiatives on adaptation though at this stage, the team has to reinforce capacities, test new approaches, develop communication tools, and mostly transfer leadership to DCC. As a matter of fact, DCC is the governmental structure who should insure institutional competence to insure continuity of national mobilization.

Alleviate the administrative and financial procedures of the project. Analyze the justification of all stages of administrative and financial procedures to be favorable to the achievement of results instead of being an obstacle for the rapid completion of activities. Compliance requirements of certain vouchers for expenditures are made to the satisfaction of the audit regardless of its feasibility on ground.

#### 4.4 Summary of priority action points

- Action 1: Catalyze the leadership of DCC on CCA at national level and especially in specific regions (Diana, Menabe) where the project conducted extensive capacity building on adaptation. WWF should tap in the warming relation between the CC Thematic group and DCC to do this.
- Action 2: Broaden the scope of the project to embrace WWF and partners intervention domains. Establish a focal point at WWF intervention program (or landscape) and this person will be the climate change advisor at field level. Regarding the WWF MWIOPO conservation plan, this person could be the landscapes champions.
- Action 3: Enhance project outcomes through systematic and ongoing collaboration between the team in charge of climate change and those who deal with capacity building, communication and monitoring and evaluation. At each training, meeting or gathering around development, always seek to involve regional or national policy makers, communities, professional team environment and related fields (agriculture, livestock, population, media, ..) to make update and upgrade knowledge on adaptation to climate change.
- Action 4: Continue to improve training engineering with CDP team. For internal training, the project has asked for the support of the capacity building department (at CDP programme) to help designing the training, identifying the targets and the content of the sessions. As regards to training sessions targeting partners, with the collaboration with the CDP team, continue to improve the identification of participants who should receive capacity building (management team, field staff, partners, institutions, local authorities, trainers of trainers, leaders COGE, the analysis and identification of training needs, ensure some pedagogical principles such as the number of participants, modes of transmission, the tools to be transmitted. Finally, it is always necessary to schedule follow-up and / or support of action/field correct implementation in priority landscape.
- Action 5: Continue and enhance communication actions about concrete adaptation actions on climate change. This requires a strategy and action plan tailored to the intervention areas.
- Action 6: Support closely the WWF staff in implementing pilot CC initiatives in the priority landscapes in order to integrate effectively CCA in their work.
- Action 7: Continue to implement the pilot adaptation strategies in WWF priority landscapes to demonstrate concrete adaptation activities.
- Action 8: Increase the number of staff in charge of project implementation/management

## **Annexes**

**Annex 1: Terms of references of the final evaluation**

**Annex 2: Evaluation matrix**

**Annex 3: Evaluation timetable**

**Annex 4: List of individuals and stakeholder groups interviewed and/or communities consulted**

**Annex 5: Budget Evaluation**

**Annex 6: Project logical framework**

**Annex 7: List of supporting documentation reviewed**

**Annex 7: Project logical framework**

**Annex 8: Short biographies of the evaluators.**