Final Report

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SOS Lemurs Initiative 2017-2022 Final Evaluation

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IUCN Save Our Species

Final report

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EXECUTIVE SUMMARY

SOS Species: Established in 2010, IUCN Save Our Species is a joint initiative of IUCN, the World Bank and the Global Environment Facility. It aims to halt the extinction of threatened species and their habitats by funding on-the-ground conservation programs.

Lemurs of Madagascar, a strategy for their conservation 2013-2016 (Lemur Site based Action Plan) was written and published by the IUCN Save Our Species Commission's Primate Specialist Group. In 2017 following a $8 million (8 160 000 CHF) grant from a Swiss donor, IUCN Save Our Species launched a program exclusively dedicated to the preservation of Madagascar's lemurs. This initiative was looking specifically for field results, with low requirements in terms of financial and administrative procedures.

This final evaluation was undertaken while the initiative was still ongoing (May-August 2022), and the **Terms of References (ToR)** were based on OECD standard criteria: relevance, coherence, efficiency, effectiveness, impact and sustainability.

As a conclusion, SOS Lemurs is a very successful project, most welcomed by grantees. Procedures were quite simple, and it was the very funding sources for field conservation and research activities. It has been accessible to many NGOs including small entities from civil society.

Nevertheless, it did not reach its full potential of results and impact, due to a lack of anticipation at the beginning of the program as regards

- **the lack of initial logical framework with consequences on monitoring (baseline & indicators)**
- **the monitoring capacity on technical achievements and financial matters as SOS team was understaffed**
- **the absence of capitalization on results**

Relevance

Globally, SOS Lemurs program is relevant and aligned with national priorities. SOS Lemurs program relies on the IUCN lemurs action plan which is deeply aligned with Malagasy NBSAP. SOS Lemurs program objectives are matching 8 out of the 20 objectives

Coherence

Internal coherence is very good. Regarding global IUCN strategy, it is deeply aligned with IUCN framework. Regarding lemurs, It is also deeply aligned with Lemurs site based action plan (2013-2016); although the latter is outdated.
External coherence has not been a priority so far. There was not any specific coordination / harmonization with other initiatives such as FAPBM or CEPF.
At projects' level, SOS Lemurs is relevant, with a particularly great ownership of project by local actors, and a general satisfaction from beneficiaries and grantees staff.

Effectiveness

Four activities have been implemented with fairly satisfying results:

- Grants from Calls for Proposals (medium grants): 49 small grants have been awarded to 27 national and international NGOs through 3 calls for proposal.

- ValBio Infrastructure Project (one specific pre-determined research organisation): the project has been implemented as requested
- Lemur Conservation Action Fund (very small grants for scientists): 50 small grants (below 5 KCHF) have been awarded.
- Lemur Red List Assessment Workshop (in order to update lemurs red list assessment): The red list has been updated.

At projects' level, SOS Lemurs is fairly effective with:

- More than 64% of threatened species targeted by at least one project.
- Two-third of the priority sites covered by at least one project.

Regardless of any robust quantitative assessment of the results; 71,6% of objectives/activities set by grantee have been achieved. However, consolidating results from all the 49 projects remain very difficult to assess due to some weakness in their elaboration:

- A baseline was not always present
- Indicators for a same criterion might vary from one project to another
- Indicators were heterogeneous and not always complying with SMART principles

Efficiency

- Economic / Financial: Disbursement (to May 2022) exceeds 92%, reaching 98,7% for Valbio.
- Timeliness: No delay at IUCN's level. At projects' level, efficiency is satisfactory with several no costs extensions (mostly due to Covid).
- Operational: Overhead costs are low. Human resources budget is moderate comparable to equivalent initiatives. The team dedicated to the program is limited and overworked.
- Matching funds regarding medium grants (Activity A2): More than 3,600 K CHF have been spent as matching fund so far, which represents more than 67% of current expenditure on SOS Lemurs medium grants. A third of the projects funded didn't comply with matching funds criteria.

Impact & sustainability

At projects' level, we cannot assess the impact and sustainability, as the project were carried out on a short period of time. However, from what was recorded on the field, SOS Lemurs could generate a strong impact both on the short and middle term. Some projects that have been funded deserved to be highlighted as examples of sustainability and impact:

- FANAMBY and L'Homme & l'Environnement: private partnership and development of local associations has to be supported, improved and scaled up with safeguards on side effects
- Madagasikara Voakajy: working with youth ambassadors and training of trainers
- AVG on law Enforcement, giving legal support to local NGOs facing illegal activities

RECOMANDATIONS

Priority 1:

- Update the Lemurs of Madagascar Conservation Strategy
- Strengthen the SOS Lemurs team
- Organize a three-days workshop at the end of this current SOS Lemurs initiative
- Design and use a monitoring and evaluation tool at IUCN level to follow-up results (Already planned – on going).

Priority 2:

- Write a logical framework at IUCN's level
- Better coordinate with similar donors, e.g. FAPBM & CEPF
- Reinforce TAG procedures to guarantee transparency
- Publish a unique Call for Proposal to deliver one unique set of grants
- Sustainability has to be a key selection criterion

- Deliver a quick formation on IUCN procedures to new grantees. Include if necessary, a capacity building activity as a prerequisite for low capacity grantees

- Write a Manual of Procedures, clarifying the monitoring, evaluation and reporting issues, for all stakeholders (IUCN, TAG, grantees).

Priority 3:

- Review the technical report structure imposed to grantees

GLOSSARY

AFD : Agence Française de Développement
AGA : Association des Guides d'Andasibe
AVG : Alliance Voahary Gasy
BZS : Bristol Zoological Society
CAS : Madagascar Biodiversity Center
CI : Conservation International
CfP : Call for Proposals
DWCT : Durrell Wildlife Conservation Trust
FAPBM: Fondation pour les Aires Protégées et la Biodiversité à Madagascar
FBM : Fikambanana Bongolava Maitso
GERP : Groupe d'Etude et de Recherche sur les Primates
KBA: Key biodiversity area
IUCN: International Union for Conservation of Nature
LCN : Lemurs Conservation Network
MBG : Missouri Botanical Garden
MFG: Madagascar Fauna and Flora Group
MNP : Madagascar National Parks
MV : Madagasikara Voakajy
NBSAP: National Biodiversity Strategies and Action Plan
NGO: Non-Governmental Organisation
NM: Naturevolution Madagascar
NT : Ny Tanintsika
ODA: Official Development Aid
OHDZA : Omaha's Henry Doorly Zoo and Aquarium
PM: Planet Madagascar
TAF: The Aspinall Foundation
TAG: Technical Advisory Group
ToR: Terms of Reference
TPC: The Phoenix Conservancy
TPF: The Peregrine Fund
SOS program: Save our Species program
WCS: Wildlife Conservation Society
WWF: World Wild Fund

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Species endemism: Madagascar has been separated from Africa for at least 130 million years, and from other landmasses for roughly 88 million years. The island is now the 4th largest on Earth, and the geographic isolation led to unique evolution processes.
Madagascar surpasses any other biodiversity hotspot as regards genus and family endemism, with more than 480 unique genera and 26 families. It is also ranked as the 2nd country for non-human primate species diversity, and of course the first for lemur species diversity (Lemurs of Madagascar, a strategy for their conservation 2013-2016). Among primates, Lemurs have evolved to cope with a seasonal environment and their ability to adapt was favored by the absence of competition with any other group of primates. It explains why they are diverse, divided in various families such as *Cheirogaleidae, Daubentoniidae, Indriidae, Lemuridae, Lepilemuridae, Archaeolemuridae, Megaladapidae, Palaeopropithecidae*[1] - among which the three last are extinct.

On the IUCN Red List website, 106 Lemur species are listed (cheirogaleidae, daubentoniidae, indriidae, lemuridae and lepilemudidae) *out of which* 30% are categorized as critically endangered (CR), 42% as endangered (EN) and 23% as vulnerable (VU). However, those entry data are uncomplete, and were recently updated, in 2018, during the IUCN Red List Lemur Assessment Workshop, funded by the *Save Our Species Program (SOS Lemurs)*. As a result of this workshop, it was established that of the **111 lemur species and subspecies described so far by science, 105 are threatened with 38 critically endangered, 44 endangered and 23 vulnerable[2].**

Threats: According to IUCN Red List, the main threats causing the decline of lemurs' populations are anthropic:

- **hunting & trapping** activities which directly target lemurs
- as well as **shifting agriculture**, **logging and wood harvesting** and **fires.**

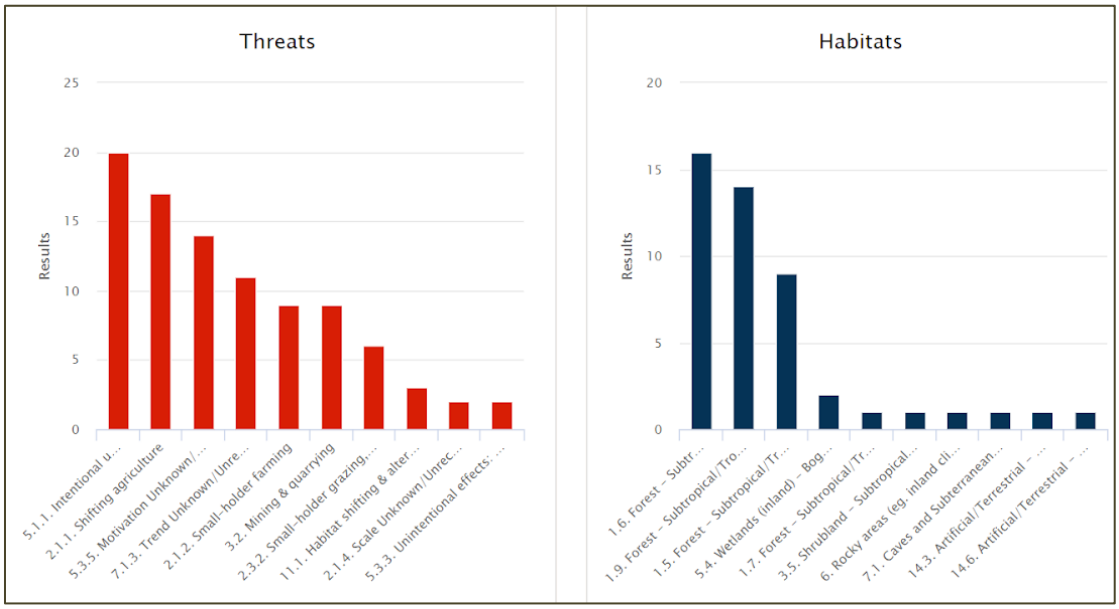

Figure 1: Threats and Habitats threatened according to IUCN Red List.

During field work, the main sources of pressures referenced by grantees were **deforestation waves** (highly linked to other underlying factors) and construction of **new infrastructures**. Deforestation waves

[1] *https://fr.abcdef.wiki/wiki/List_of_lemur_species*
[2] *https://www.rewild.org/press/breaking-95-percent-of-worlds-lemur-species-on-edge-of-extinction*

occurred at each new crisis (political, sanitary, migration, long lean season[3]). The forest remains a key source of goods during crisis time, easy to reach despite legal bans. It allows local populations to meet their agricultural needs (slash-and-burn agriculture and pastures), energetical needs (charcoal) or to get an additional source of revenue (illegal timber cuts, gold mining…). Without any consistent mitigation measures, the construction of new infrastructures such as new roads increase the access to previously low or undisturbed areas, facilitating new human settlements and development of impacting activities such as slash-and-burn agriculture, poaching, mining, timber, precious stones…
As an example, the road construction through Loky Manambato protected area (from Ambilobe to Vohemar) seems to have been launched without prior consultation with local stakeholders nor any Environmental & Social Impact Study. The latter should have defined mitigation measures following the Avoid, Reduce or Compensate principle.

In addition to that, the political will to protect biodiversity at state level is inadequate **with only 2,5% of public investment going to environmental issues**, which does not target biodiversity[4]. It is well known that **existing rent systems and elite coalitions** (Roubaud et al., 2017) add complexity to the Malagasy paradoxical system.

Protected area management and finance:

In 2003, the objectives of Durban declaration was to triple protected area surface and to enable NGOs to support their management. In 2015, 42 management decrees have been delivered with a rise of 30% land covered by protection status (from 1 983 Kha in 2007 to 6 908 Kha in 2015).
Nowadays, national NGOs such as Fanamby, GERP, MBG or TPF are managing “new protected areas”, along with MNP (formerly called ANGAP) and historical conservation actors such as Conservation International, Birdlife (Asity), WWF, WCS and Durrell Wildlife Conservation Trust.

The FAPBM, a trust fund, was created in 2005 on purpose to progressively provide for protected areas. Until now, the fund has reached 139 million US dollars. The capital is saved and only the interests are spent. Operational annual budget is around 3 MUSD. Cumulated current available funding (FAPBM + MNP, KFW, AFD, USAID and small foundations) amount to roughly 15 M USD. Whereas protected areas cost is estimated 70M USD a year (Estimates of 10 USD/ha to ensure covering managing and operational costs and given a total of 7Mha). It means that only a fifth of funding needs are currently covered at national level.

[3] Rosewood crisis in 2009, Covid-19 in 2019, current waves of climatic migration from the south to the north
[4] It only focus on the reduction of climate change effects, reforestation and tree nurseries

Context

SOS Species: Established in 2010, IUCN Save Our Species is a joint initiative of IUCN, the World Bank and the Global Environment Facility. It aims to halt the extinction of threatened species and their habitats by funding on-the-ground conservation programs through the creation of a network of public and private sector donors.

Lemurs of Madagascar, a strategy for their conservation 2013-2016 (Lemur Site based Action Plan): It has been written and published by the IUCN Save Our Species Commission's Primate Specialist Group. In 2017 following a $8 million (8 160 000 CHF) grant from a Swiss donor, IUCN Save Our Species launched a program exclusively dedicated to the preservation of Madagascar's lemurs. This initial budget has been later revised, following the removal of two infrastructure grants and reduction in staff time for monitoring one infrastructure project instead of three. An amendment has been made and the total budget was finally 7 687 500 CHF. This initiative was looking specifically for field results, with low requirements in terms of financial and administrative procedures, to accompany this donation.

As a result, **IUCN did not create any specific logical framework**. Lemurs' strategy's and site-based action plans (30 priority sites for conservation) has acted as a logical framework. Even though some parts might be obsolete (planned for 2013 to 2016), it remains the most up-to-date document available nowadays. Actually, conservation status has evolved, and new priority sites have been identified in the meantime.

The **Terms of References (ToR)** of this final evaluation are based on OECD standard criteria: relevance, coherence, efficiency, effectiveness, impact and sustainability.
Getting into details, the ToR show slightly different objectives that those from the strategy. Differences are shown in the table below. Evaluative questions have been added in perspective of a new phase.

Evaluation criteria are assessed using the following scale:

	Quantitative assessment	Qualitative assessment
	0 to 20%	Very insufficient
	21 to 40%	Insufficient
	41 to 60%	Medium
	61 to 80%	Good
	81 to 100% and beyond	From “very good” to “overcome expectations”
	Not applicable	

<table>
<tr><td></td><td>LEMURS CONSERVATION STRATEGY</td><td>ToR</td></tr>
<tr><td rowspan="4">Vision / General objectives</td><td>Prevent the extinction of all lemur species within the next decade and ensure their long-term survival by reversing the current decline of populations and habitats</td><td>Ensure key threatened lemur populations across key sites are secured</td></tr>
<tr><td>Implement immediate conservation action that directly supports sustainable development and improves livelihoods in local communities, while affirming respect for human rights</td><td>Empower relevant communities with skills and livelihood options to help them coexist with lemurs</td></tr>
<tr><td>Increase and share the scientific and traditional knowledge critical for conservation</td><td rowspan="2">Help local conservation actors/NGOs develop their long-term development goals through knowledge sharing and financial support</td></tr>
<tr><td>Promote lemurs as a unique and cultural heritage for Madagascar and the world</td></tr>
<tr><td rowspan="10">Specific objectives</td><td>Stop habitat loss and degradation</td><td rowspan="3">Prevent the extinction of all lemur species within the next decade and ensure their long-term survival by reversing the current decline of populations and habitats (VISION1)</td></tr>
<tr><td>Increase suitable lemur habitat and habitat connectivity</td></tr>
<tr><td>Stop illegal commercial timber exploitation of natural forests</td></tr>
<tr><td>Ensure that local population's use of forest is sustainable</td><td rowspan="4">Implement immediate conservation action that directly supports sustainable development and improves livelihoods in local communities, while affirming respect for human rights (VISION2)</td></tr>
<tr><td>Stop lemur hunting</td></tr>
<tr><td>Community-based sustainable development and capacity building around priority lemur sites</td></tr>
<tr><td>Develop ecotourism activities</td></tr>
<tr><td>Fill knowledge gap in population ecology and biodiversity, and increase training of Malagasy scientist</td><td>Increase and share the scientific and traditional knowledge critical for conservation (VISION3)</td></tr>
<tr><td>Increase environmental awareness nationally and internationally</td><td>Promote lemurs as a unique natural and cultural heritage for Madagascar and worldwide (VISION4)</td></tr>
<tr><td colspan="2">Work with donor agencies to ensure that government agencies responsible for conservation engage in more effective on-the-ground conservation action.</td></tr>
</table>

Figure 2: Differences between ToR and Lemurs Strategy's objectives

The table above shows that a slight difference has been noticed between general and specific objectives of the ToR, compared to the one inscribed in the Lemurs Strategy. One extra objective, *"work with donor agencies […] in more effective on-the-ground conservation action"* does not appear in the Lemur Strategy. However, it appears in the "Project Executive Summary" that was internally approved at IUCN for the SOS Lemurs Initiative to start.

Reconstruction of the logical framework

To reconstruct the logical framework, we relied on the ToR for this evaluation:

- ✓ It was the most recent document available to us
- ✓ Results observed in the field were consistent with those objectives

Save Our Species program pillars were taken as a basis, namely the protection of habitat, species, and people.

First, it is proposed to remove, improve or adapt the following elements so that all objectives would comply with SMART[5] principles:

- *Prevent the extinction of all lemur species within the next decade and ensure their long-term survival by reversing the current decline of populations and habitats*

This objective could be removed. Reversing the decline of lemur's populations can hardly be reached within 10 years, given the complexity of pressures on ecosystems due to the dramatic poverty of this country. Moreover, all projects are designed to last for 2 to 3 years long. Such a duration makes the monitoring of long-term impacts quite impossible. Above all, populations' trajectories would be uncompleted if measured at site level.

- *Implement immediate conservation action that directly supports sustainable development and improves livelihoods in local communities, while affirming respect for human rights*

This objective gathers too many sub objectives: conservation action, sustainable development, livelihoods, and human rights. Those topics could be disseminated as specific objectives. The mention of human's right which needs to be detailed to be sound more relevant in that specific context.

- *Promote lemurs as a unique natural and cultural heritage for Madagascar and worldwide*

Formulation could slightly change in order to orientate the meaning toward action.

- *Increase and share the scientific and traditional knowledge critical for conservation*

To make it more precise, it could be incorporated through concrete actions: e.g., creation of scenarios with communities and increase of Malagasy scientist trainings, as specific objectives.

- *Increase environmental awareness nationally and internationally*

Integrating this activity as a transversal activity for each general objective might appear to be more coherent.

- *Stop lemur hunting, stop illegal timber exploitation*

Such a specific objective is over-ambitious and is hardly measurable and localised to some sites or some crisis situations. A different formulation might be preferred.

Example of potential indicators are to be found in annex 3

[5] *Specific, Measurable, Adaptable, Replicable and Time*

Vision	General objective	Specific objectives	Activites (grantees)	Results indicators
Help local conservation actors/NGOs develop their long-term development goals through knowledge sharing and financial support	HABITAT: Increase suitable lemur habitat and habitat connectivity	Stop habitat loss and degradation		
		Support reforestation and restoration dynamics		
		Take actions to limit illegal commercial timber exploitation of natural forests		
		Ensure that local population's use of forest is sustainable		
		Sensibilisation of various actor's groups on the interest of using forest in a sustainable manner		
	SPECIES: Increase the ecological monitoring of threatened lemur populations across key sites	Fill knowledge gap in population ecology and biodiversity		
		Increase training of malagasy scientist		
		Foster community ecological monitoring by training local guides and patrols		
		Sensibilisation of various actor's groups on lemur ecology, the importance of following their evolution and the interest of having guides and patrols		
		Stop or at least reduce lemur hunting		
	PEOPLE: Create incentives to conserve natural and cultural heriTACe	Empower relevant communities with skills and livelihood options enabling long-term coexistence with lemurs around priority sites		
		Develop ecotourism		
		Co-construct development scenarios with communities to share scientific and traditional knowledge on conservation and create a vision		
		Sensibilisation of youth, communities and local authorities on the gain (economic, social, environmental) they can get from preserving their natural and cultural heritage		
Share knowledge gained, success stories and lessons learnt with all grantees every year				

Figure 3: Reconstitution of the Initiative logical framework

An accurate logical framework could have provided grantees with a clearer focus and guidelines to frame some expected results. Such a proposal remains to be completed and detailed to be fully operational. Thus, it will not be quoted in the rest of the report. To avoid any misunderstandings, we rely on the objectives defined in the 2013-2016 strategy as reference.

Program organisation

General organization: At IUCN level, 5 hierarchical levels structured the program among which 3 had operational roles.

- **A local consultant** was in charge of following and monitoring all projects with field visits, giving technical advises, reading and commenting technical reports, writing a portfolio analysis and drafting the annual donor's reports.
- **A program Officer** was in charge of reviewing reports (technical reports) in order to identify key evolutions or issues, add comments for grantees to address when necessary, managing project implementation (budget amendments and project no-cost extensions requests), making sure all other deliverables were on track (liaising with the Financial Officer for the validation of the financial report, and with the Communications officer for the validation of the communications outputs) and sending reports to the grants coordinator for validation.
- **A grants coordinator** was in charge of validating technical and financial reports, hence approving the next payment (when applicable) as well as approving grants no-cost extensions and budget amendments.

None of them had full-time contracts on SOS Lemurs. HR turn-over has been significant as presented below (most of them did not stay more than a year in the same position except from the Financial Officer and the Local consultant). An administrative Officer filled an institutional void in 2019-20.

Figure 4: Institutional organisation at IUCN level

Additionally, a **Technical Advisory Group** was in charge of reviewing the project proposals. It was composed of IUCN experts, mostly belonging to IUCN Primate Specialist Group (5), IUCN Species Survival Commission (2) and IUCN Sustainable Use and Livelihoods Specialist Group (2).

NAME	IUCN attachment
Luigi Boitani (Chair)	IUCN SSC, University of Rome – La Sapienza
Russ Mittermeier	IUCN Primate SG (Chair) / Conservation International then Re:Wild
Christoph Schwitzer	IUCN Primate SG / Bristol Zoo
Richard Jenkins	IUCN Global Species Programme
Sylviane Volampeno	IUCN Primate SG
Steig Johnson	IUCN Primate SG / University of Calgary
Rosie Cooney	IUCN Sustainable Use & Livelihoods SG (Chair)
Frédéric Launay	IUCN SSC, Mohammed Bin Zayed Fund
Jonah Ratsimbazafy	IUCN Primate SG
Vololoniaina Jeannoda	IUCN Madagascar Plant SG (Chair)
Dilys Roe	IUCN Sustainable Use and Livelihoods SG (Chair)

Figure 5: Technical Advisory Group composition

Budget organization:
Funds are structured in 3 parts. The Initial distribution of the budget was the following:

- Roughly 16% (1 310 447,51 CHF) dedicated to Staff Costs (IUCN)
- 2,5% (204 000 CHF) dedicated to overheads costs
- Roughly 81,5% dedicated to projects among which:
    - Roughly 67% dedicated to medium grants through calls for proposals
    - Roughly 12,4% dedicated to special projects
        - Roughly 9,3% directly went to ValBio Infrastructure Project
        - Roughly 2,5% went to Re:Wild for the Lemur Conservation Action Fund (i.e. very small grants)
        - Roughly 0,6% went to Lemur Red List Assessment Workshop
    - Roughly 1,9% went to Activities (field work, workshops, local consultant's salary).

The initial budget has been revised to allow the donor to fund a specific project (Berenty private reserve) that didn't comply with IUCN requirements. It shows donor's expectations: i.e. to fund operational and on the ground activities.

	Budget	Budget Revised
Currency	**CHF**	**CHF**
1. Staff Costs	**1 310 447,51**	**1 299 760,01**
1.1 Staff Costs	1 310 447,51	1 299 760,01
2. Project Funding	**6 645 552,49**	**6 195 552,49**
2.1 Grants from Calls for Proposals	5 495 553,49	5 031 941,49
2.2 ValBio Infrastructure Project	750 000,00	750 000,00
2.3 Lemur Conservation Action Fund	200 000,00	213 612,00
2.4 Lemur Red List Assessment Workshop	49 999,00	49 999,00
2.5 Activities	150 000,00	150 000,00
3. Overheads	**204 000,00**	**192 187,50**
3.1 Overheads (2.5%)	204 000,00	192 187,50
Total Budget	**8 160 000,00**	**7 687 500,00**

Figure 6: Initial and revised budget

Organization of procedures:
There isn't any written specific manual of procedures for these grants. There were only written procedures for grants recipients and dedicated to procurement policy. Information gathered came from the Terms of References for this evaluation and interviews. However, such procedures are currently being developed at SOS program level and should be implemented in the near future.

- **Direct grants**: following the publication and diffusion of a call for proposal, IUCN pre-selected projects according to a list of eligibility criteria. Proposals were then submitted to the TAG, who scored the projects online, according to an evaluation grid, and then made a decision about the most relevant projects to be funded.
  Three members of the TAG were assigned for reviewing each project. The first two selection sessions (Call for Proposals (CfP) 1 and CfP2) were done online and reports from the TAG were produced (even if the template were not the same, which is not optimal for accountability). The last session (CfP3) was carried out face-to-face (for the majority) and a consistent report was submitted to IUCN, thus ensuring more transparency and explicitly leveraging the expertise of the members.
  For grantees, there were different frequencies for reporting
  1. Some grantees had to fulfil a**n annual technical and financial reporting** (every year). This was the case for 2018A-108, 2018A-110, 2018A-111, 2018A-112, 2018A-121, 2018A-122, 2018A-123. This yearly reporting rule was applied to few grants with low risk from the 2018 CFP only. It is due to a staff change in IUCN SOS Lemurs team and willingness to simplify reporting requirements. However, the process was changed back for the next year's CfP grants.
  2. Some grantees had to fulfil a **semi-annual technical and financial reporting** (every 6 months).

3. Some grantees had to fulfil a **semi-annual** technical reporting (every 6 months) and a **quarterly** financial reporting (every 3 months).

The higher reporting frequency for financial report was defined according to the outcome of the due diligence assessment (ie: the financial capacity of the organization) corresponding to a risk assessment. This variability on IUCN reporting rules across CfP-selected grants complexified the monitoring of the portfolio, and created a difference between grantees on their reporting workload.

- **Special projects** did not follow any Call for Proposals.
  ValBio infrastructure project was identified prior to the program by the Donor.
  The Lemurs Conservation Fund were at the initiative of, and led by R. Mittermeier, a key member of the TAG and main writer of the Lemurs conservation strategy.
  The Lemurs Red List Assessment Workshop was at the initiative of writers of the strategy. Those projects did not have specific report template for intermediate reports but did fill out the common final reporting template.

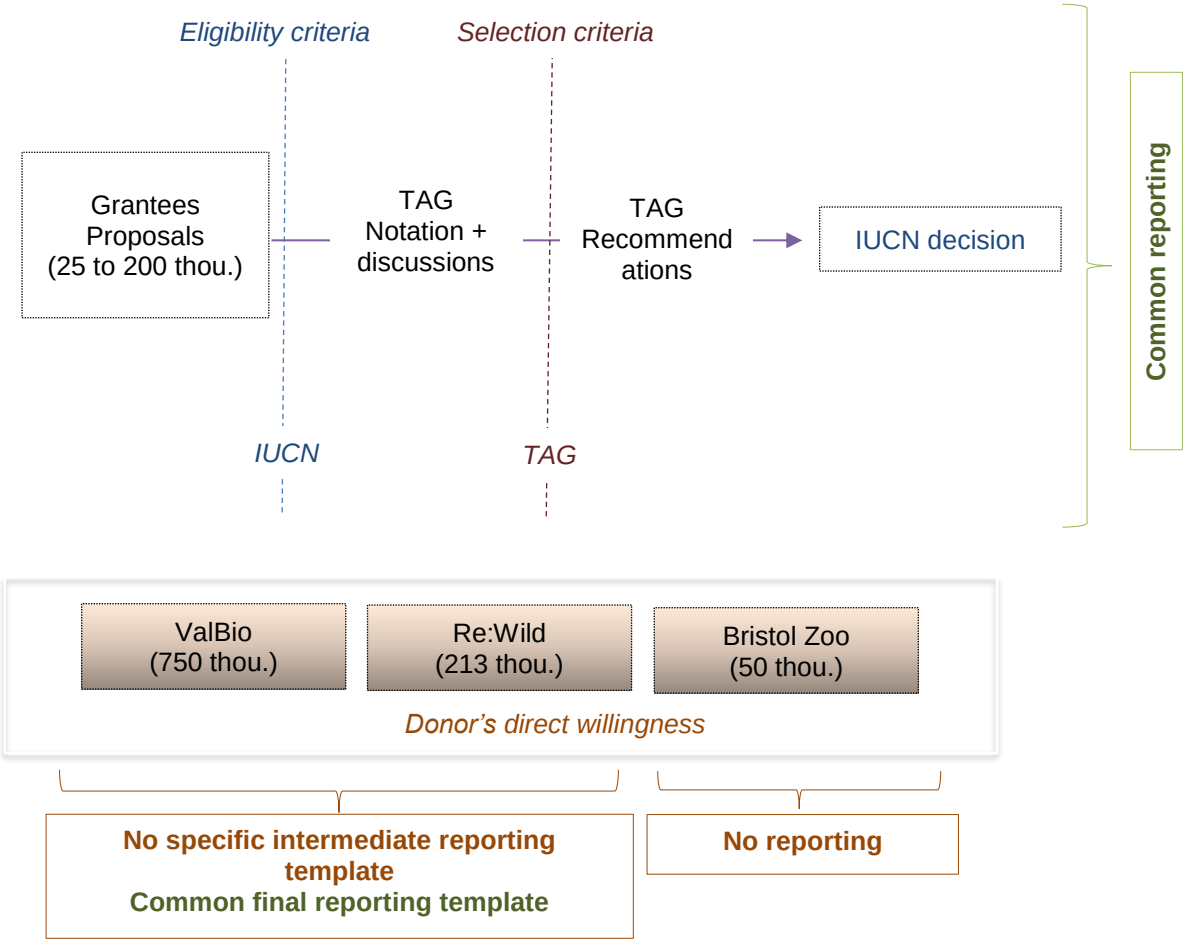

Figure 7 : Institutional organization and procedures at IUCN level

Grantee	Total grants awarded (CHF)	Number of grants
AFSGH/Helpsimus	63 500	2
Association des Guides d'Andasibe (AGA)	100 000	1
Madagascar Fauna and Flora Group (MFFG)	40 230	1
The Phoenix Conservancy (TPC)	47 666	1
Alliance Voahary Gasy (AVG)	49 970	1
Fikambanana Bongolava Maintso (FBM)	50 556	1
L'Homme et l'Environnement	65 000	1
Arboretum d'Antsokay	69 802	1
Naturevolution Madagascar	70 003	1
AVG/GERP	71 618	1
Lemur Conservation Network (LCN)	91 184	1
WWF - Madagascar	99 000	1
Wildilfe Conservation Society (WCS)	99 570	1
Missouri Botanical Garden	99 817	2
Planet Madagascar	99 910	1
Asity Madagascar	99 955	1
Durrell Wildlife Conservation Trust (DWCT)	99 963	1
Planet Madagascar (PM)	99 998	1
Ny Tanintsika	128 057	1
Bristol Zoo	***147 499***	***2***
CAS Madagascar	151 074	1
Madagasikara Voakajy (MV)	167 086	1
Groupe d'Etude et de Recherche sur les Primates (GERP)	191 368	3
GWC (then Re:Wild)	***213 612***	***1***
The Peregrine Fund (TPF)	288 320	3
Conservation International (CI)	313 960	2
The Aspinall Foundation (TAF)	383 097	5
Stony Brook Foundation (Valbio)	***750 000***	***1***
Omaha's Henry Doorly Zoo and Aquarium (OHDZA)	947 816	6
Association Fanamby	953 904	6
Total	**6 053 535**	**52**

Figure 8: Budget by grantees

The OECD DAC Network on Development Evaluation (EvalNet) has defined six evaluation criteria – relevance, coherence, effectiveness, efficiency, impact and sustainability – and two principles for their use.

These criteria provide a normative framework used to determine the merit or worth of an intervention (policy, strategy, programme, project, or activity). They serve as the basis upon which evaluative judgements are made.

At the level of the initiative (donor), relevance, coherence, effectiveness, and efficiency criteria echo the Paris Declaration, which promulgates five principles guaranteeing the effectiveness of international aid:

- ✓ **Ownership**: it means that poverty reduction strategies have been defined by the target countries
- ✓ **Alignment**: activities have to be coherent with the objectives of national strategies and local systems
- ✓ **Harmonization:** Donor's operational strategies and programs must be harmonized amongst them
- ✓ **Results**, and their evaluation
- ✓ **Mutual accountability**, with both donor and recipient taking responsibility.

Relevance	
Globally, SOS Lemurs program is relevant and aligned with national priorities. **SOS Lemurs program relies on the IUCN lemurs action plan which is deeply aligned with Malagasy NBSAP. SOS Lemurs program objectives are matching 8 out of the 20 objectives**	

Alignment with national priorities

Status: In Madagascar the only specific national strategy for biodiversity conservation is bound to CBD commitments. Biodiversity issues are part of the **2,5% of national budget going to environmental topics**. Most of the biodiversity conservation activities are carried out throughout general development projects from ODA (Official Development Aid).

The 5th National Biodiversity Action Plan (NBSAP) 2015-2025, aligned with the Convention on Biological Diversity (CBD), published by the Ministry of Environment and Sustainable Development (MEDD) and UN-Environmental Program (UNEP) is the more recent document gathering national priorities in terms of biodiversity. The NBSAP is composed of 5 strategic goals and 20 objectives:

- **Strategic goal A**: Managing the underlying causes of the loss of biological diversity by mainstreaming biodiversity across government and society
- **Strategic goal B**: Reduce the direct pressures on biological diversity and to encourage the sustainable use
- **Strategic goal C**: To Improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity
- **Strategic objective D**: Enhance the benefits withdraw to all from biodiversity and the services provided by ecosystems
- **Strategic objective E**: Enhance implementation through participatory planning, knowledge management and capacity building

Evaluation: SOS Lemurs program relies on the IUCN lemurs action plan which is deeply aligned with Malagasy NBSAP, especially with goals B and C. SOS Lemurs program objectives are matching 8 out of the 20 objectives:

- **Objective 5:** By 2025, the rate of degradation, fragmentation and loss of habitats or ecosystems is reduced
- **Objective 7:** In 2025, all areas under agriculture, aquaculture and forestry are managed according to the plan of sustainable production, ensuring an integrated approach to biodiversity conservation
- **Objective 11:** In 2025, 10% of terrestrial ecosystems and 15% of coastal and marine areas, especially the areas of particular importance for biodiversity and ecosystem services, are adequately preserved in ecologically representative systems of protected areas and are efficiently managed by different strategic approaches
- **Objective 12:** By 2025 the extinction of threatened species is reduced, and their conservation status improved.
- **Objective 14:** In 2025, terrestrial ecosystems including forests, marine and coastal, sweet – brackish water including mangroves and lentic environments that provide essential services,

particularly water supply and those that contribute to health, livelihoods and human well -being are protected and restored. And equitable access to ecosystem services is ensured for all, taking into account the gender approach

- **Objective 15:** By 2025, ecosystem resilience and the contribution of terrestrial, freshwater and marine mitigation and adaptation to climate change are strengthened, including restoration of at least 15% of degraded ecosystems and the fight against desertification
- **Objective 18**: In 2025, the initiatives put in place to protect traditional knowledge, innovations and practices of local communities relevant to biodiversity. The traditional sustainable use of biodiversity and their contribution to conservation are respected, preserved and maintained
- **Objective 19:** In 2025, knowledge and basic science related to biodiversity, its values, its operation and its state are widely shared with policymakers and applied all the trends and consequences of its loss are mitigated and improved

The 5th NBSAP also underlines the needs for funding to completely attained the **12th Aïchi 2020 objective: improvement of conservation status of endangered species especially the ones with a declining trend and avoid extinction**. This strategy also explicitly mentions the 2012 IUCN Red List workshop which actualized Lemurs conservation status.

SOS Lemurs program is finally aligned with the **"Zero Tolerance"** for environmental infractions promoted by the MEDD, as it reinforced community-based and mixed patrols on the targeted sites. It is also aligned with the **great reforestation program** announced by President A. Rajoelina in 2020, aiming to plant 60 million trees a year in Madagascar.

Coherence	
<u>Internal coherence</u> is very good. **Regarding global IUCN strategy, it is deeply aligned with IUCN framework on the "Restore" and "Resource" categories.** **Regarding lemurs, It is also deeply aligned with Lemurs site based action plan (2013-2016).** **However, the latter is outdated. Some new species are still being discovered and new locations at stake are identified.**	
<u>External coherence</u> has not been a priority so far. There was not any specific coordination / harmonization with other initiatives such as FAPBM or CEPF. However, their scopes are complementary, with for instance, SOS Lemurs being the sole actor committed on research and site-based activities whereas FAPBM is mostly funding long-term staff (salaries).	

General statement: coherence can be assessed at two levels: internal and external.
Internal coherence relates to the alignment with the overall strategy (IUCN General Strategy) overseeing the initiative evaluated (SOS Lemurs).
External coherence relates to alignment with other initiatives in the same geographic area held by other donors or operators.

Internal coherence: Alignment with IUCN strategy

State:
IUCN Program 2017–2020 general objectives are the followings:

- **Program Area 1:** Valuing and conserving nature (SDG 14 and 15 – Aichi Goal B and C)
- **Program Area 2**: Promoting and supporting effective and equitable governance of natural resources
- **Program Area 3**: Deploying nature-based solutions to address societal challenges

IUCN Program 2021-2030 is based on a called Nature 2030 Framework based on :

- Recognise, the interconnexion of a large range of actors
- **Retain, the importance of use the world's biodiversity sustainably especially in KBA and intact areas.**
- **Restore, species and ecosystem conditions and the benefits they supply (UN Decade of Ecosystem Restoration)**
- **Resource, funding and investing in nature and people working to conserve through finance, capacity development and knowledge**
- Reconnect, people to nature to reach a culture of conservation

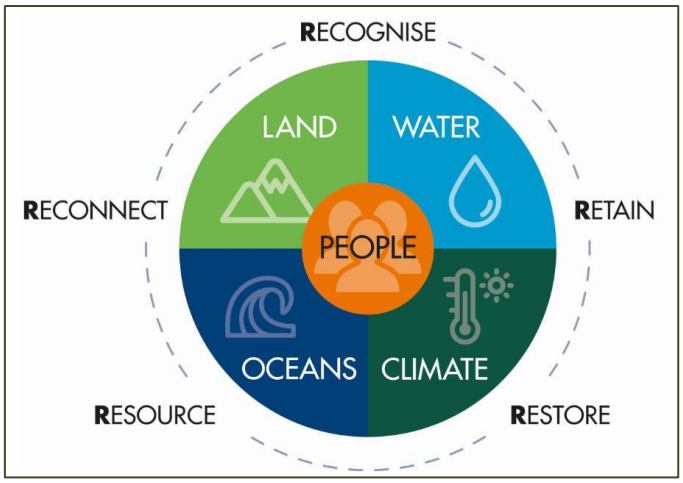

Figure 9: Nature 2030 framework

In theory, SOS Lemurs is well aligned with the new framework especially on the "Restore" and "Resource" categories: the program aims to fund NGOs in order to restore species and ecosystem conditions.
It also matches with the "Retain" category through its site-based action plan. However, this **site-based action plan (2013-2016)** is outdated, and consequently not totally aligned with current priorities, especially in the Malagasy context which can change quite quickly. The strategy has to be revised and updated with recent discoveries.

To be fully aligned with IUCN strategy, the SOS Lemurs program should also pay more attention to:

- *Fostering synergies between different actor's group (cf: Recognise).*

At project scale, it was well achieved by different grantees such as grant 2020A-147 (AVG/GERP), 2020A-136 (L'Homme et l'Environnement, working with 19 civil society organization), or 2017A-099 (Fanamby), who paid a particular attention to foster synergies between local actor's group invested in or impacted by their project. However, as no departure plan was required from grantees, synergies could stop when SOS Lemurs funds stop. At the initiative scale, it would have been relevant to connect grantees together, and to share lessons learnt from their activities. This is a way to support their resilience, by creating network (connecting actor's group) around a common objective/issue. It could also have inspired other grantees. This is key to reach sustainability and long-term impact and should be considered in the future.

- *Take real action based on scientific analysis to reinforce the culture of conservation (cf: Reconnect)*

To reach this objective, "soft science" studies should be integrated more seriously. A series of sociological questions should be solved to define what the local drivers of choice are, what value may be gathering people and what incentives could improve community trust in a long-term perspective. Grantees have a tight knowledge of those points and should be better mobilized on this aspect.

Focus the need for bottom-up vision as regard socio-economic aspects
The example of patrols

Patrols activity has been the most welcomed by grantees but limiting factors due to a lack socio-economic knowledge have reduced its success and impact.

As regards drivers of choices: low salary and lack of security are limiting factors. Patrollers had constantly to balance between patrols salary and resources obtained from other economic activities.

As regards what gather people: community events are generally fostering collectiveness (ex: Lemur Festival in Diego), and several grantees asked for a fund so that they could organize key event to raise people awareness at community level, by making it positive and joyful.

As regard community trust, the short project (1-2 years) really hindered community trust and generally undermine efforts made and results achieved.

External coherence: Coordination with similar interveners

Status: Coordination (or harmonization) with other similar actors is necessary to avoid duplication of efforts (Paris Declaration). Although Madagascar's donors and actors historically did not coordinate enough, this matter is becoming more and more relevant as the number of funding sources is reducing with two mains actors:

- **FAPBM** was created in 2005 to bring together funds from multiple donors to finance protected area management
- **CEPF fund** (under CI umbrella) distributes small and medium-sized grants to local NGOs in the region, similar to IUCN.
- **AFD and USAID:** financing some very specific sites
- **KFW:** focusing on MNP and switching little by little to a unique FAPBM support.

Not any fund of SOS Lemurs' magnitude both funding monitoring, research and species-specific action has been identified in Madagascar.

It has to be noticed that FAPBM was by far the most complementary organization funding biodiversity conservation in Madagascar. Even though FAPBM has been invited to very first meetings and did submit a least one project (that has been rejected), there was no steady collaboration; which could have been an asset for both of them. A similar situation occurred with national authorities at ministry level, even if environmental local authorities have been involved in most of the funded projects.

Evaluation: The lack of coordination with FAPBM precluded possible synergies between the two funds. However, in practice, grantees have spontaneously done the work, by allocating the SOS grant to gaps that were not yet financed by the FAPBM (FAPBM mostly finance salaries). In addition, coordination was informally done as some of those stakeholders were involved in the initiative as members of the TAG (CEPF, Re:wild) alongside renowned experts on conservation issues in Madagascar.

Effectiveness

Four activities have been implemented with fairly satisfying results:
Grants from Calls for Proposals (medium grants): ***49 small grants have been awarded to 27 national and international NGOs through 3 calls for proposal.***
ValBio Infrastructure Project (one specific pre-determined research organisation): ***the project has been implemented as requested***
Lemur Conservation Action Fund (very small grants for scientists): ***50 small grants (under 5 KCHF) have been awarded.***
Lemur Red List Assessment Workshop (in order to update lemurs red list assessment): ***The red list has been updated.***

General statement: According to the OECD definition, effectiveness corresponds to the achievement of expected results.

Key indicators and baseline

As previously mentioned, as a direct consequence of a lack of logical framework, there were **neither SMART objective nor indicators** at the initiative's level. Consequently, effectiveness can't be measured as regards pre-defined objectives.
While the strategy does not suggest any outcome indicators, grantees are required to provide numerical results with well-defined indicators. **This inconsistency has had repercussions on the monitoring and evaluation of projects and of the program in general,** as each grantee reported its activities according to its own indicators. A series of indicators were suggested[6] in the CfP, but it is unclear on if grantees had to respond to all of it or if it was set as examples. Later on, report framework imposed a series of criteria to be filled (number of individuals, population trajectory, total area, conditions, estimated trajectory, threat intensity, threat distribution, area affected over time, benefit to local communities, alternative livelihoods, long term sustainability of resource use, legislative tools, financing for conservation etc.). However, not a single baseline has been proposed or asked beforehand, and grantees had different means to report those large ambitious criteria. It would have been relevant to provide a deeper work on results criteria at the initiative level, and to ask future grantees to work on the actual situation (creation of baseline) and the targeted situation (goals) based on those criteria.

Key indicators of success referring to Global SOS Species program,

- At least 20 projects that support conservation of threatened species and their habitats (Threatened Species Grants) : **it was achieved.**
- At least 40 small grants that catalyse early action on the conservation of threatened species and their habitats: **not achieved.**
- Stabilization or improvement of the status of multiple threatened species as a direct result of SOS intervention and investment: **this requirement explains some gap observed between expected results and means available (cf: effectiveness section).**
- Development of new action strategies for 3 priority species groups to guide investments: **not achieved.** *This could be a work to be done before the new SOS Lemurs program (if any).*
- Information on targeted species updated in Red List: **it was achieved.**
- At least 10 new private sector contributors within 5 years with contributions totalling $10,000,000: **not achieved.**
- Marked increase in awareness in the private sector and the general public about the extinction crisis and the need for action and resources: **it was partly achieved.** Many communications

[6] *Species: change in population number, reduction of threat to target species/habitat, number of project beneficiaries, enabling conditions for conservation (improvement of legislative tool, management effectiveness)*

were published by grantees and a grant was dedicated to it (2020A-132, Lemur Conservation Network, even if only few Malagasy NGO are part of it). However, it did not reach private sector, and only reached Malagasy public.

- Effective, coordinated, and well-managed species conservation program that continues to attract significant private sector funding after the 5-year program is complete**: not really done for this first phase,** ***but could really be for a second SOS Lemurs phase, if the action plan is actualized.***

Positive- counterpart

Even if problematic for the assessment of the institutional structure's effectiveness, the multiples broad objectives defined at SOS Lemurs' level allowed grantees to propose a large variety of different activities, without being constrained by excessive requirements and conditions set by donors (as generally the case). Thus, for the majority, they were able to strengthen already approved activities, which reinforce existent dynamics. This opportunity was appreciated. However, a better balance is still to be found. Some grantees emphasized the discrepancy between the rigor required in the reports and the lack of a clear vision of IUCN's objectives.

Call for proposals

State: Three calls for proposal were published and the results has been the followings:

- CfP1: 49 applications, 45 projects eligible, 19 projects selected but 1 withdrawal and 1 late
- CfP2: 26 applications, 16 projects selected, 1 withdrawal
- CfP3: 20 applications, 16 projects selected

Every CfP has been published on SOS IUCN website, diffused through IUCN/SSC groups emails, through Sylviane Volampeno contact network and through informal ways locally (workshops, meetings, lemurs festival etc.). SOS Lemurs have also been presented in Nairobi in 2018 during the IPS as part of a discussion on the top 25 most endangered primates worldwide.

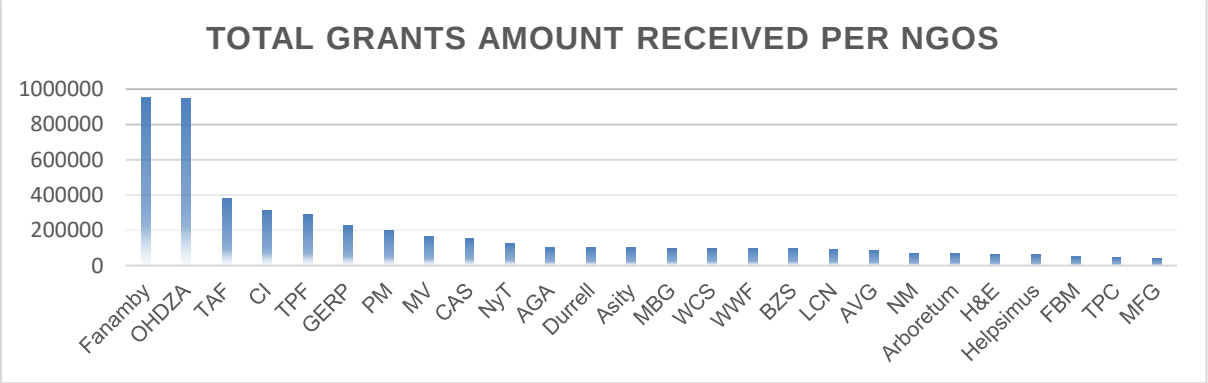

Figure 10: Total amount received by international and local NGOs

Eligibility criteria

To be eligible, a proponent had to:

Improve the status of threatened lemurs - VU, CR, EN: with projects duration from 1 to 3 years IUCN status was not likely to be improved. For most of project, ecological inventories were absent before the project. There were no baseline, and an improvement can't be based on absent data. It would have been more realistic to target the lowering of threat to lemurs, and this could have comprised most of activities (patrols, reforestation and alternative livelihoods). However, all project participated to the improvement of Lemurs habitat and their conservation at project level.

Implement a project on priority sites or other sites if well argued: 20 sites out of 30 were covered by grantees.

Being civil society organization only, Malagasy NGO being better considered, and indigenous organization being favourably considered: 12 Malagasy NGOs and 14 international NGOs have been funded.

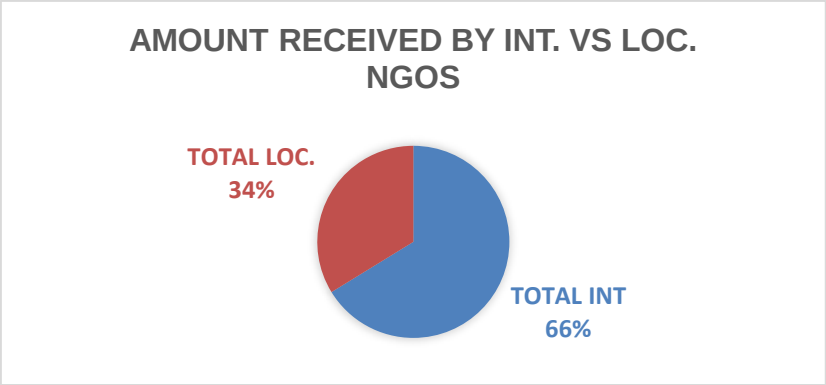

Figure 11: Amount received by international vs local NGOs

NGO	*International*	*Local*	*Nb of Grants*
TAF	1		5
Helpsimus	1		2
GERP		1	4
AVG		1	2
NyT		1	1
PM	1		2
MFG		1	1
OHDZA	1		6
BZS	1		1
TPF	1		3
Fanamby		1	6
CI	1		2
WCS	1		1
AGA		1	1
MBG	1		2
CAS	1		1
MV		1	1
Arboretum		1	1
WWF	1		1

Asity		1	1
Durrell	1		1
LCN	1		1
NM		1	1
H&E		1	1
TPC	1		1
FBM		1	1
TOTAL	**14**	**12**	**50**

Figure 12: List of grantees and number of grants awarded

Do not implement pure research activities, however "*small proportion of budget can be devoted to monitoring to inform the conservation results and provide evidence of improvement of the conservation status*": It has been respected.

Should respect ESMS principles and standards and exclude purchase of land, involuntary resettlement, affect physical cultural resources, pesticides, poisons, firearms, must not affect indigenous people: All grantees had to fill the questionnaire but there was not any audit to ensure that it was respected.

Selection criteria

To be selected, proponent should have respected 15 criteria among which the main ones were:

Make specific reference to IUCN strategy: It has been respected

Prove that their project will improve the conservation status of lemurs, their habitat, and livelihood of population: all project included activities that could improve the conservation status of lemurs, by improving their habitat (reforestation), by decreasing anthropogenic threats on lemurs (alternative livelihoods), and by preventing it (patrols, sensitization).

Favourable conditions / focus on youth and women, immediate target action: Based on Donor report, only two projects specifically focussed on youth (2018A-112, 2020A-134) and two project obtained results that included women (2018A-126, 2017A-088). However, as the Donor's report was not following any format (because not required by the donor), the yearly progress was reported with short summaries from projects, that did not reflect consistently the involvement of women in projects, or the number of women beneficiaries in projects. As per reported in the projects progress/final technical reports, 34 projects[7] directly targeted, involved and benefitted women through their activities. If IUCN wish to focus more on this topic for the next phase, objective should be set and indicators should then be presented to evaluate the progress made, to better measure it.

Appropriate conservation activities or convincing argument for innovative approach to lemurs' conservation: this criterion was assessed based on TAG expertise. It is worth mentioning that most of the project did include reforestation as well as revenue generating activities.

Clear timeframe to attain results and activities, detailed budget with minimal overseas costs: This has been evaluated by IUCN and TAG.

[7] *2017A-088, 2017A-089, 2017A-090, 2017A-091, 2017A-092, 2017A-093, 2017A-094, 2017A-095, 2017A-099, 2017A-100, 2017A-101, 2017A-102, 2017A-103, 2017A-132, 2018A-108, 2018A-110, 2018A-112, 2018A-113, 2018A-114, 2018A-121, 2018A-123, 2018A-125, 2018A-126, 2020A-134, 2020A-135, 2020A-136, 2020A-137, 2020A-138, 2020A-139, 2020A-140, 2020A-136, 2020A-140, 2020A-142, 2020A-147*

Concrete impact with measurable indicators for targeted species: This criterion is difficult to assess ex-post given the usual absence of baseline and the variety of methodologies used to count populations.

Demonstrate coordination with other organization: This has been evaluated by IUCN and TAG. Effective most of the time.

Have a clear plan for continuation: it is likely to be one of the key weaknesses of many projects. Project holders have real difficulties to set in the stone financial strategies and long-term perspectives. The only long-term funding source available so far is FAPBM, focusing on human resources.

Support indigenous and local communities in community based or co-management of conservation action that enhance local tenure: Effective most of the time through VOI, DINA and support to local associations.

Dissemination of the calls for proposal

Calls for proposals has been well disseminated from donor's point of view and habits (IUCN websites, personal expert networks) but to be fully coherent with the requirement for Malagasy NGOs, and anchored in the Malagasy context/habit, *it should have also been published on local daily journals.*

Most of the grantees knew about the fund from direct or indirect connections with TAG members, and other informal ways. This process isn't transparent, but understandable in the Malagasy context, where most conservation actors know each other and share information. Nevertheless, some potential grantees have been harmed as they still all report that they stay all concurrent as regard grants. In Montagne des Français, for instance, several actors are sharing activities, and while OHDZA received many funds, SAGE (managing organization of the protected area) did not even hear about SOS Lemurs.

State: Grantees were asked to reference risks for their projects, but there was not a strong follow-up of risks occurrence. Risks that took place were mostly unplanned consequences from Covid-19 (general rise in salary basis, costs of life etc.) or natural disaster (cyclone). Out of the 52 projects, 24 projects required a no-cost extension as of July 2022.

Evaluation: Risks management were absent but reactivity to risks that did occur was great: funds have been maintained despite the crisis. Given NGOs experience in other contexts, it was most welcomed. For instance, following a cut in finance from World Bank, l'Homme et l'Environement had to leave their sites during 2 years. It resulted in roughly 100 ha of forests lost in 2 years.

As regards no-cost extension, even if accepted, procedures could have been long compared to the emergency situation and the lack of capacity. An emergency fund could have secured people in time of crisis or during unsecure situations (patrollers following traffics for instance). This emergency fund could also have helped to manage late disbursements, that have a strong impact on community trust. It might have been quite relevant in the Malagasy context where crisis appears fast and can cause great harms.

Efficiency	
Economic / Financial **Disbursement (to May 2022) exceeds 92%, reaching 98,7% for Valbio. The only activities with a lower rates are overheads (83,5%) and IUCN staff activities under component 2 (2.Projects funding) with 73,2 %. The latter has not any impact on projects results and reflects lower expenses. For instance, a "capitalization" workshop was to be organized.** **Given there are 6 months left before program closure, all these figures are coherent and more than satisfying. It allows us to envisage that all expenses will be committed by the end of the program.**	
Timeliness: No delay.	
<u>Operational</u> **Overhead costs are low (in terms of percentage charged – 2,5%).** **Human resources budget is moderate comparable to equivalent initiatives.** **STAFF: The team dedicated to the program is limited and overworked. FTE figures are quite low compared to equivalent initiatives.**	

General statement: Efficiency refers to the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Economic efficiency

State: As observed from all international donors, a procurement policy was provided with the contract. This policy defined procedures grantees had to comply with, such as procurement thresholds. For instance, written quotations from at least 3 potential suppliers had to be requested for purchases of good with a value between 5,001 to 50,000 CHF

- Based on final reports (technical and financial) compared to the 5,032 K CHF that were to be spend on the 49 different projects, **current disbursement rate is around 91,5% (for all project: on going and closed). ValBio Center** benefited from 750 K CHF from SOS Lemurs, and until May 2022, **98,7% have been spent**. The project is closed, and 100% of the expenses reported by the grantee, which was CHF 740 061 have been paid.
- **Lemur Action Fund** manage by Re:Wild was to benefit from **213** K CHF, and eventually, **198 K CHF have been spent** through 50 small grants of less than 5 K CHF. Disbursement rate obtained overcome 92,5%.

The 1st instalment was made on the basis of a cashflow – filled by the grantee - for the 1st period of implementation (1st semester or 1st quarter, depending on financial reporting frequency). All instalments were made as such, on the basis of a cashflow (= planned expenditures for next period) given by the grantee. The sum of all the instalments could not exceed 90% of the grant. The budget remaining was held for project closure, and was disbursed after validation of the final reports, on the basis of the costs actually incurred.

Evaluation: Such rates for small medium grants are very good regarding the number of projects that have been funded through calls for proposal, and the local context in terms of governance, logistic and above all the impacts of the worldwide Covid situation.

Grantees satisfaction on disbursement was not unanimous even if good. While most of them were very satisfied with the disbursement, some other noticed late deliveries which have had some impact on their activities : planning were postponed, and beneficiaries' trust were lowered.

Expenditures and balance sheets were checked project by projects. Depending on the risk that had been assessed, expenditures were monitored through financial reports. These reports were delivered at a frequency ranging from 3 to 6 months and exceptionally once a year.

Evaluation: A better expenditure monitoring could have been done, at least through a verification by sampling during field visits. However, such a systematic process would have implied stronger human and time resources on the field. In the current situation, having a full time equivalent for monitoring the project, between a focal point in Madagascar and a Project Officer in Gland would have not been compatible with such a process.

Operational efficiency

IUCN overhead and human resources costs

State:
Overhead cost are 139 K CHF, equivalent to **2,3% of the current expenditures**, which is less than the 2,5% expected.
Staff cost amount is 1,220 K CHF, equivalent to **17,2% of the current expenditures,** which is a little bit more than the 16,9% expected.

For a quick comparison:

- CEPF overhead costs reach 13% without HR
- KIWA initiative overhead is around 15 to 20% including HR
- UE overhead costs reach 7% without HR

Evaluation: Overheads costs are low (even if over the 2,5% expected) but human resources costs are moderately high, without being over-sized. It is coherent with the costs of life in Switzerland and with the 49 little projects to monitor which is time consuming whatever their size. Moreover, if we put it in perspective with positive results on the field, and with the unique aspect of SOS Lemurs (few facilities enable to propose those small-medium rapid grants), the initiative is cost effective. However, as already mentioned, **IUCN staffed were under-staffed for such a work**. No better results could have been expected on financial monitoring, sharing experience and capitalization without more staff dedicated to it.

TAG Composition

Two steps composed the evaluation process. First of all, every proposals were reviewed by TAG members (3 TAG reviewers per proposal) through IUCN portal, followed by a TAG meeting, remotely done for the 2 first one, physically for the last one.

Meeting minutes were established for year 2017 and year 2019 (no report for year 2018), gathering brief summary of the project, budget, duration and site (2017), and targeted species (2019). **Reports were written both in French and English depending on paragraphs which is not optimal to read**. We noticed that comments on report 2019 were quite more generous (one for each project) and detailed, which is probably the result of **face-to-face meetings that seem to have been fruitful,** and experience gained over the 3 CfP.

To put it in a nutshell, results are the followings:

- Officially, 18 persons over 5 years have been involved at different time in the TAG.
- Throughout the 3 CFPs, 7 persons (TAG members) consistently participated to the review
- Throughout the 3 CFPs ,4 persons (TAG members) consistently participated to TAG meeting.
- The 4 persons representing the sustainable use and livelihood expertise have been poorly involved in the selection process compared to other TAG members.
- 3 persons out of the 18 were Malagasy
- 2 persons were both TAG members and grantees
- Excluding IUCN member, the 4 participants who reviewed every proposition (3 CfP) were authors of the Lemurs strategy
- Some members could have been overweighted on TAG decision making process
- 7 persons have been members of SOS Secretariat, at one point revealing a high turnover at IUCN level

	CFP1		**CFP2**		**CFP3**		**Lemurs strategy authors**	IUCN SOS Secretariat
	Review	Meeting	Review	Meeting	Review	Meeting		
Luigi Boitani (SSC)	x	x	x	x	x			
Jean Christophe Vié	x	x						x
Ana Nieto				x				x
Russ Mittermeier	x	x	x	x	x	x (skype)	x	Re:wild
Christoph Schwitzer	x	x	x	x	x	x (skype)	x	Bristol Zoo
Richard Jenkins	x	x	x	x	x	x		x
Steig Johnson	x	x	x		x	x	x	
Jonah Ratsimbazafy	x	x	x		x	x	x	GERP
Sylviane Volampeno	x	x	x	x	x	x	x	Local consultant
Rosie Cooney (SL)	x		x					
Frederic Launay (SSC)								

Vololoniaina Jeannodal (Habitat)	x				x			
Dilys Roe (SL)					x			
Alessandro Badalotti		x						x
Simon Bradley		x						x
Jessica Gasser		x		x				x
Remco Van Merm						x		x
Camilla Lude						x		x
Complete report	***Excel sheet + report***	***Meeting report + meeting notes***	***Excel sheet***	***Meeting Report***	***Excel sheet + Meeting report***	***Meeting report + Meeting notes***		

Figure 13 : Member of TAG, their participation to TAG meeting and implication in writing Lemurs Conservation Strategy

Comments: Although the first section of "instruction for reviewers" document explicitly prohibited scoring proposals if there is a personal or financial conflict of interest (1), a collaboration of less than 2 years or future collaboration with a member of the proposal (2), and an opportunity to provide an unbiased and objective evaluation, free of professional or personal bias (3), there is **no evidence that this procedure has been strictly followed**. Given the close relationships between members and with many grantees, it appears to have been unlikely.
However, results are definitely impressive. And having such an expertise and field experience gathered within the TAG have made it possible. SOS lemur strength also relied on light procedures. It might be counterproductive to look for too much transparency. The right balance has to be found between efficacy/effectiveness and good governance.

Positive- counterpart

Even if transparency is questionable, TAG member were also the most relevant persons to take rapid efficient decisions on actions to be financed, as they nearly all knew Malagasy context for years, particularly as regard primates' conservation.

For a continuation of the program, it would be interesting to extend TAG to external members, working on similar themes in other contexts - *an SOS representative from another region for example* - or in the same context on different themes - *a specialist in community development or socio-economics (this is definitely missing),* and/or to wider the TAG to similar local actors (FAPBM, CEPF).

However, one need to keep in mind that introducing outside 'inputs' in the Malagasy conservation context could be a challenge as most of TAG heads has gained authority and legitimization over years in this field. Comments of new people would not necessarily influence the final decision taken. Hypothetically, that is probably why few persons answered to calls for interviews (only 4 persons among the "heads"), and that there is a quasi-no participation of non-authors of the strategy (proof of a low motivation), in the TAG meetings.

Technical monitoring and evaluation

State: At IUCN headquarter level, two to three officers have dedicated time to SOS lemur monitoring and evaluation. These three persons were grants coordinator and finance officer, with later on the

support of the program officer. In Madagascar, one unique person (Sylviane Volampeno) was in charge of project monitoring on site, reading and commenting on grantees reports, writing portfolio analysis and providing technical and financial advice. She was working as full-time. At least one visit per site was mandatory, however some sites do not have any field visit report (2018A-120 Arboretum, 2020A-144 TPC, 2018A-121 Durrell, 2017A-097 BZS etc.). Following site visit, another IUCN representative (grants coordinator) carried out field visit especially in the Diego region. Out of the 52 projects, 18 field reports were available in the folder dedicated to field visit shared by IUCN. A disproportion between visited sites might be noted. For instance, while AGA has been visited 3 times, AVG have been visited once for the first grant and not at all for the second. The difference is linked to the beneficiary capacity that was lower. Thus, a higher frequency was needed and formally expected by the Donor.

Financial and technical report structure were provided to grantees, and reports were to be provided every six months, which was a good rhythm. The majority of grantees were satisfied with the feedbacks received on their semi-annual and final reports and with the timeliness of the feedback.

Technical report framework was divided into two parts: achievement of goals (logical framework) and SOS criteria. As mentioned earlier, each grantee was asked to develop its own performance indicators and was not aware of the SOS criteria asked in the reports prior to their first report. They reported their own indicators in the appropriate sections. This created a **dis-harmonization between ways of reporting** (different indicators), making grantees goals achievements incomparable. The most relevant example being for restoration activities: some grantees reported seedlings planted, other hectares restored, others % of area reforested**.** Consequently, it was **impossible to monitor projects within a single framework,** which would have provided a clear overall view of project effectiveness, each report was treated individually. The closest document to an overall view is the Portfolio. This document analyses the scope of projects funded but does not assess their efficacy (results are listed but there is no information of objectives achievement, nor on the basic objectives, no baseline).

Some grantees complained about the delay in sending the report template (2 weeks before deadlines), and would have appreciated a French version of it. Inconsistencies in the structure were unanimously noted by the grantees on two crucial aspects:

- **Repetitions** between information requested in the initial table and questions afterwards.

Questions were useful to ensure the follow-up at the initiative level, however criteria were not precise enough to be useful. *Simple table form with common consolidated precise and harmonized indicators to complete would have been much better.*

- **Lack of ownership of impact and sustainability issues**. Grantees were surprised by criteria relating to impact and sustainability as population trajectory or change in IUCN status which is disconnected from the time frame and means.

No evaluation synthesizes the strengths and weaknesses, successes and challenges of projects. Some grantees voluntarily developed synthesis documents and/or videos (GERP, AGA, Fanamby for one grant), stressing that this was on their own initiative and not required by IUCN. Grantees agreed that sharing lessons learned from all other grantees is necessary and would have been welcomed. They are eager to identify similar projects and foster technical collaboration.

On the other hand, technical and financial templates were always the same and sent pre-filled with just the reporting period entered, and the detailed expenses cleared from last period, so that grantees would not be mistaken on the reporting period and keep previous expenses. In that sense, even if templates could have been sent late from time to time, this should not have impacted grantee's capacity to report on time, given they had already received templates and could re-use the one of previous period as a basis.

Evaluation: The recruitment of only one person full-time in Madagascar to ensure the monitoring and evaluation of the project is not enough and does not ensure the objectivity of the monitoring process. Moreover, at IUCN level, reviewing process was quite inefficient with too many people involved between the local consultant, program manager, finance manager (and administrative manager for few months) and grant coordinator (figure 3). The local consultant was a primatologist, it would have been interesting to hire another socio-economic consultant to complete her expertise

In order to monitor and ensure the veracity of facts reported by grantees, at least one site visits per year would have been necessary, i.e. 125 days per year, counting 2,5 days per site (including travel – we did not count the Lemur Action Fund and Red List workshop). To this must be added at least 2 days of reporting by grantees (financial and technical) per visit and about 10 days per year of general monitoring and synthesis reports, i.e. a total of 250 days at least equivalent to more than a full time equivalent.

As regard forms and organization:

- Every final report that we have had access to still contain comments. In each “final report” section for each grantee, there is many version (initial, revised, final, template). There is no database of final reports that have been validated and cleared from comments.
- Folders could be better organized/entitled
    - As an example, IUCN procurement policy has only been found in contract section within “Sylviane’s folder’.
    - For 2020A-144 TPC; in the 4th report section of we found the 2nd technical report, 4th and 5th financial one etc. It is explained by the fact that reports were made financially on a quarterly basis (every 3 months), and technically on a bi-annual basis (every 6 months). It means that several reports have been submitted together.
- We noticed that the special grants did not have specific requirements for reporting, except from the final reporting of Valbio, that were similar to other projects.

Coherence

At projects' level, SOS Lemurs is coherent, with a particularly great ownership of project by local actors, and a general satisfaction from beneficiaries and grantees staff.

Ownership by local authorities

State: SOS Lemurs is a top-down initiative. Ownership by local authorities rely on the existing relationships between grantees and local administrations. When funding a "New Protected Area" with an official delegation to the project holder, the legitimacy is inherent to this status.

Evaluation: In Madagascar **national NGOs are generally legitimate entities that can act as authorities in the environmental sector, although this role might be sensitive due to the wide-spread corruption even in law enforcement.** Several grantees worked with regional delegation of MEED that were included in mix-patrols, showing a good appropriation of the initiative.
Most of national NGOs do act as well in collaboration with community-based organisation (Vondron'Olona Ifotony - VOI) and local authorities through traditional regulations called Dina.
All grantee's partners, including authorities (representing the Ministry of Environment) took great ownership of the SOS Lemurs fund and considered it essential for the continuation of activities. Although this appropriation was a matter of course for long-standing NGOs (e.g. L'Homme et l'Environnement, Fanamby, etc.), it seems to be more complex for newcomers and especially foreign NGO (e.g. The Phoenix Conservancy). Such grantee had to rely on a local partner (MICET) to ensure field coordination of the project, questioning their own added value.

Helpsimus success story in Sahofika as regards partnerships with VOI

To implement its project, Helpsimus worked in close collaboration with another local NGO named IMPACT. IMPACT is in charge of building and strengthening relationships with communities since the VOI were created, in 2016. During our field visit, we discussed with the 3 leaders of Sahofika VOI (president, treasurer, and secretary), heard and supported by about 20 patrollers, 12 crops guardians, and other villagers. When asked if they were well consulted, they answered "*even if not in details, Helpsimus took time to explain the project and we approved it"*. They shared their gratitude toward SOS Lemurs and has 3 requests: pursuing the activities that gives work and salary to both women and men (1), dedicate part of the fund to security (as surveillance camera for the village) (2), and give more equipment to the patrollers (camera at least) so that they can do their job properly (3). This realistic projection in the future is a great mark of appropriation. Knowing that in the entire region, lemurs were generally eaten few years ago, this project is a great example of project appropriation by local authorities on the site.

Effectiveness (species & habitat)

SOS Lemurs is fairly effective with:

- **More than 64% of the 93 threatened lemur species (CR, EN or VU) are targeted by at least one project**
- **70% of the priority sites identified in the lemurs conservation strategy are covered by at least one project.**

Alignment with action plan: species

State: 60 out of 93 threatened species (initial objective at SOS lemurs' beginning) were covered by projects[8]. In total, as regards to the IUCN Red List:

- **21 species covered were Critically Endangered**
- **24 species covered were Endangered**
- **15 species covered were Vulnerable**

Details of species targeted by projects and their Red List status is presented in annexe 5.

The most targeted species are *Indri indri, Daubentonia madagascarensis, Prolemur simus, Propithecus diadema* and *Varecia variegata* (including two key subspecies). They were clearly more frequently targeted than any other species, probably due to their larger distribution. For instance, *Daubentonia* species, which is poorly known, has a large range and is likely to be present in many projects even though this species is rarely targeted as a real priority, for many reasons including cultural ones[9].

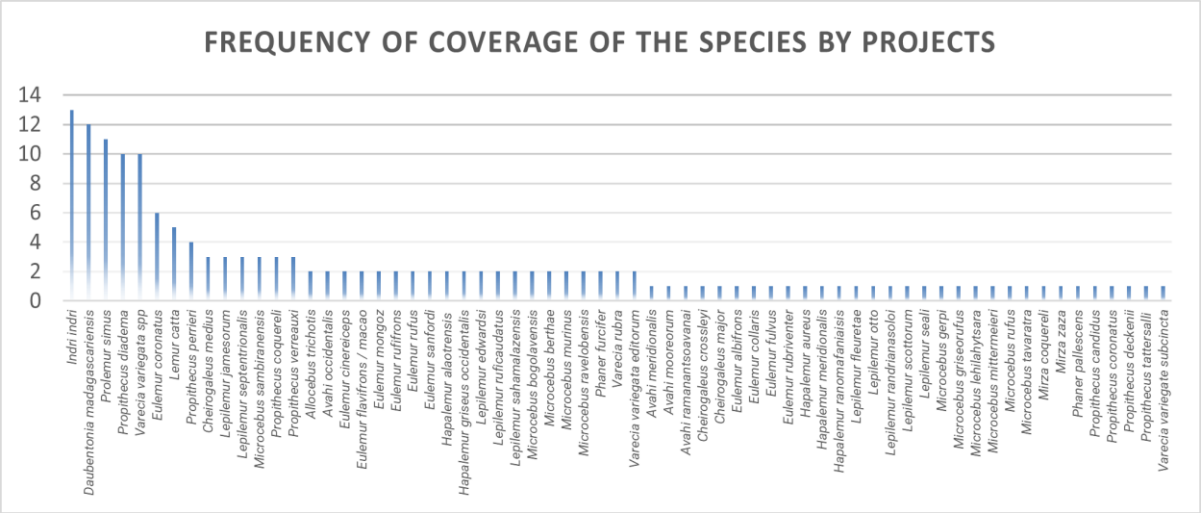

Figure 14: Frequency of species covered by projects (including 2 subspecies and 3 non-threatened species). Source: ONFI

[8] *Full database screenshot in Annex 2 (3)*

[9] *http://fr.mongabay.com/2021/03/a-madagascar-les-tabous-peuvent-proteger-ou-nuire-a-lenvironnement/*

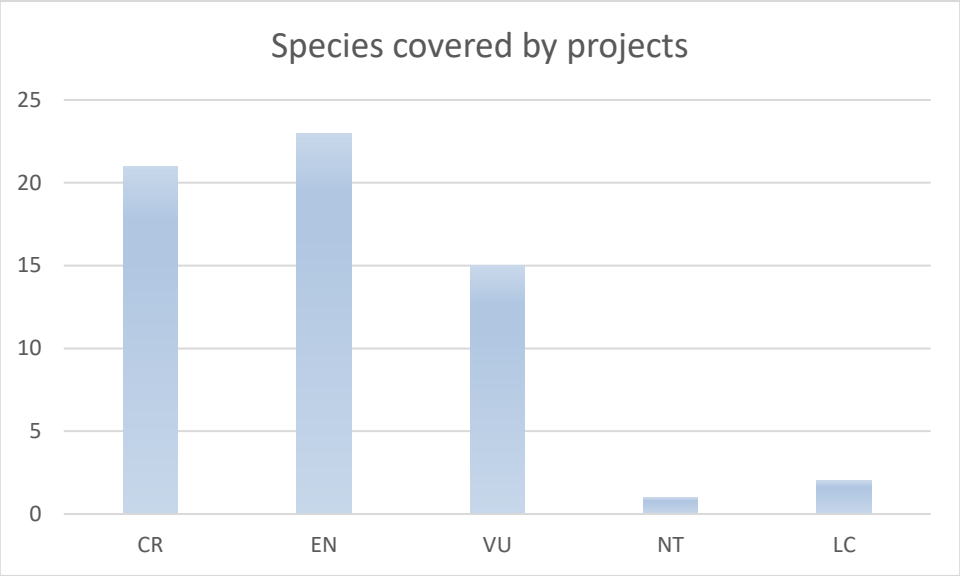

Figure 15: Red List Status of species covered by projects. Source: ONFI

Evaluation: Alignment with action plan as regards species is well respected: every project targeted lemur species, most of them are CR and EN, followed by VU species. SOS Lemurs projects/grants are targeting 60 threatened species of lemurs, which represents 64.5% of the known 93 threatened species of lemurs, which were the original target of the initiative.

Alignment with action plan: sites

State: Out of 30 priority sites, according to the lemur conservation strategy, 21 have been covered by projects (*The lemur conservation network dealing with communication between NGOs has not been taken in account*).
Another 10 sites not included in the strategy have been targeted: *Melaky, Tsaratanana corridor, Ranomafana surroundings (Helpsimus), Analavelona, Bongalava, Ivoiboro, Ankarabolava, Maevatanana and Tsimembo*. Each time, a sole grant has been awarded. Some of these sites are new protected areas and would have meant to be included in an updated strategy.

9 priority sites, identified in the strategy have not been funded: *Anjiamangirana and Marosely, Antrema, Bombetoka–Belemboka, Fandriana-Marolambo Corridor, Kalambatrita, Mahavavy Kinkony, Mananara Nord National Park, , Nosy Be, Tsingy de Bemaraha.*

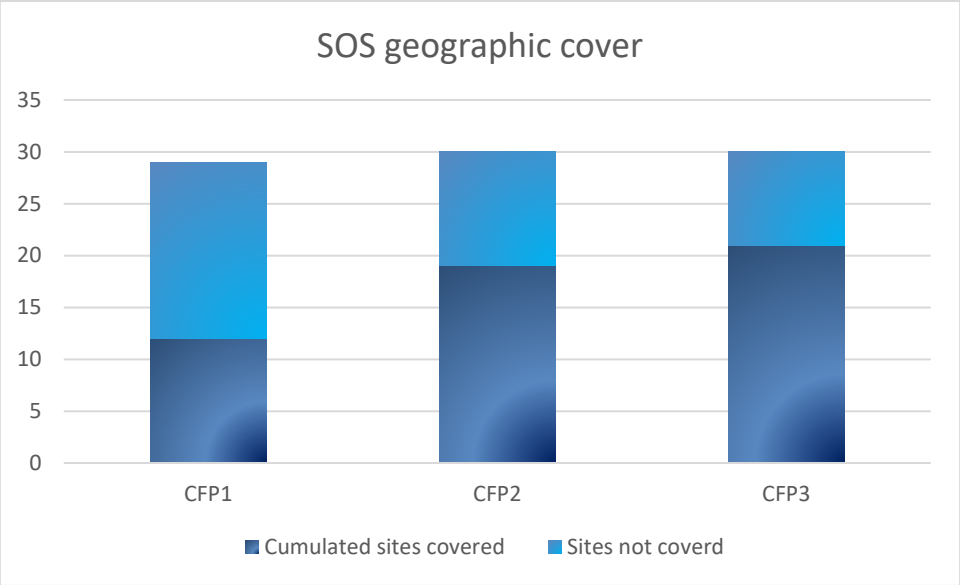

Figure 16: Evolution of sites covered by grants through CFPs. Source: ONFI

Some sites benefited from several grants:

- ✓ **10 grants** on CAZ (on different parts of the corridor)
- ✓ **4 grants** in Andrafiamena and in Montagne des Français (including 2 different AVG grants covering both sites in the same project)

All other sites have benefited from 1 or 2 grants.

Evaluation: Only 20% of the grants awarded were not part of the existing priority sites. Priority sites **coverage reach 70%, which is fairly good. Considering** the strategy had been written 5 years before SOS Lemurs program did start, new sites should have been added to the strategy and coverage should be higher.

To ensure a better coherence if another 5 years SOS Lemurs program was to be launched, we recommend upstream to re-write a strategy and action plans, that could integrate results obtained from this first round and actualize priorities.

Effectiveness (objectives)	
Regardless of any robust quantitative assessment of the results; 71,6% of objectives/activities set by grantees have been achieved	
Consolidating results, from all the 49 projects remain very difficult due to some weakness in their elaboration: **- A baseline was not always present** **- Indicators for a same criterion might vary from one project to another** **- Indicators were heterogeneous and not always complying with SMART principles**	

Global objectives achievement

Results: Based on technical reports available to date (May 2022), it was assessed that **71,6% of objectives/activities set by grantees were achieved, 26,8% were partially achieved or in progress, 1,6% were not achieved**[10]. These figures are not final ones and gave a tendency, given that some projects are yet to be completed.

The **first and second objectives** of the Lemurs of Madagascar Conservation Strategy **were the most covered** by project objectives (analysis made based on the portfolio analysis for 2017-2018 CfP and on grantees final reports for 2020), as 78,3% of objectives set by grantees were belonging to those 2 first objectives.

Objectives	*Sub-objectives*	**Nb**	
Prevent the extinction of all lemur species within the next decade and ensure their long-term survival by reversing the current decline of populations and habitats	Stop habitat loss and degradation	**92**	**41**
	Increase suitable lemur habitat and habitat connectivity		**34**
	Stop illegal commercial timber exploitation of natural forests		**17**
Implement immediate conservation action that directly supports sustainable development and improves livelihoods in local communities, while affirming respect for human rights	Ensure that local population's use of forest is sustainable	**89**	**27**
	Stop lemur hunting		**34**
	Community-based sustainable development and capacity building around priority lemur sites		**27**
	Develop ecotourism activities		**1**
Increase and share the scientific and traditional knowledge critical for conservation	Fill knwoledge gap in population ecology and biodiversity, and increase training of malagasy scientist	**22**	**22**
Promote lemurs as a unique natural and cultural heritage for Madagascar and worldwide	Increase environmental awareness nationally and internationally	**28**	**28**
Work with donor agencies to ensure that government agencies responsible for conservation engage in more effective on-the-ground conservation action		**0**	**0**

Figure 17: Number of projects covering each objective. Source: ONFI

[10] *full data to be found in Annex 2 (2)*

Objective 1: Prevent the extinction of all lemur species within the next decade and ensure their long-term survival by reversing the current decline of populations and habitats

State: This objective included halting habitat loss and degradation, increasing habitat and connectivity, stopping illegal logging. Concretely, it was translated in creation of **nurseries, reforestation action** and **establishment of local patrols to control illegal activities** in forest. It could also has implied the development of alternative livelihood, but as part of the second objective, it wasn't taken into account in this first objective.

Evaluation: Apart from the over-ambitious aspect of sub-objectives, the first objective was the "easiest" one to respect and so, the most covered by project activities. However, stakes must be underlined for each sub-objective:

(1) Successes reached for *"stop habitat loss and degradation"* sub-objective is hard to measured. Habitat loss and degradation is highly linked to **pressures, that varies from sites.**

As a consequence, no common indicators can be proposed. Drivers of habitat degradation are too diverse and sometimes cannot be handled by SOS Lemurs (the construction of infrastructure or mining sites for instance which are beyond community responsibility).

During our field visit, a striking example of the complexity of multi-pressures context, has been the one of Fanamby in Loky Manambato. In 2020 a road started to be constructed, cutting the protected area into two parts, deleting range of mountains to get stones, with no apparent compensations planned, and no way for Fanamby to ask for it as the construction was of public interest. With such an infrastructure project, efforts made at community level to prevent habitat loss become vain. L'homme et l'Environnement has also shared a similar issue with Ambatovy mine. Soils have been dug and roads have been created to bury a pipe used to transport nickel sludge to Toamasina. They did not receive all the announced compensations.

To really stop habitat loss and degradation on the long term, it is crucial to focus on strengthening advocacy capacity of civil society to enforce environmental regulations (as endorsed by financing AVG). We recommend strengthening this network, that both foster cooperation and lower the opportunity cost to preserve nature by increasing security and justice.

(2) Baseline was not mandatory to measure effectiveness of the second sub-objective.

It wasn't required by IUCN Teams. Most of grantees did not have this basis on which they could measure the *"increase of suitable lemur habitat".* From our calculations, **out of 49 projects, 19 had a baseline on which they refer to in their final reports**, meaning that 60% of project could not measure their evolution as regards habitat.

Most of grantees measured effectiveness of this objective through **measurement of nurseries and reforestation effort. There were different ways of reporting information** (number of trees in nurseries, number of trees planted, number of hectares reforested), with some lacks (no survival rate, no density rate, no comparison with % of total area planted etc. for instance), making it impossible to compare results and assess general successes.

However, some key features deserve to be reported from the field:

- Nurseries and reforestation activities succeeded with 80 to 95% of survival rate (grantees assessment).

- Local associations or people from surrounding villages were automatically engaged for reforestation activities, with a salary per plantation, and always involving women (on project visited).
- All nurseries visited were composed of a mixed of low-growing native species and fast-growing species (acacia, eucalyptus), and sometimes medium-growing species. Some grantees also faced “crash test”, as a result of a **lack of technical support,** and had difficulties in organising reforestation, as a result of previous reforestation action driven by other donors.
- On some sites, reforestation efforts financed by SOS Lemurs were incomparable with the one financed by private companies (eg: L’oreal in Loky-Manambato, Chanel in Vohimana, Sahanala in Diego, OHDZA previous effort in Montagne des Français) and could have created few tensions, compromising the effectiveness and impact of the activity.

In fact, all grantees work on environmental issues but do not have the same expertise. While some have great skills for ecological monitoring (GERP, AGA), others do have knowledge for reforestation (OHDZA), others for ecotourism and sustainable livelihoods alternative (l’Homme et l’Environnement), or for community involvement (Fanamby in Andrafiamena-Andavakoera) and youth involvement (MV). **Those competencies are worth to be shared to maximize chances of success.** A workshop gathering all grantees would definitely make sense. All grantees agreed with this idea during the field work, some even proposed it on their own.

(3) *“Stop illegal commercial timber exploitation of natural forests”* took the form of patrols, both community-based and mixed (mostly including gendarmes, representatives of the MEED, local communities).

The number of people arrested/sued for commercial timber exploitation of natural resources could have been asked to grantees to measure this objective’s effectiveness. SOS reinforced patrol activities, which was particularly welcomed by grantees. However as already mentioned, **low salaries and the lack of protection/security for patrollers have limited the activity’s effectiveness.**

Objective 2: Implement immediate conservation action that directly supports sustainable development and improves livelihoods in local communities, while affirming respect for human rights

State: This objective encompassed the development of a sustainable uses of forest and community-based capacity building around priority lemur sites, to stop lemur hunting, and to develop ecotourism. In fact, it was highly bounded to reforestation action and patrols.

Evaluation: Sub-objectives are hard to evaluate on 1-2 years duration, showing a disconnection/contradiction between long-term objectives and short-term grants. Checking whether grantees proposed any **SMART indicator on social results** should be a preliminary criterion in order to assess effectiveness**: out of 49 projects, 21 did**.

Based on information available, lemurs hunting seems to be globally decreasing as a result of massive sensibilization (eg: in Sahofika with Helpsimus, in Kianjavato with OHDZA).

As a result of poverty, corruption, low resilience and low capacity to monitor offences, sustainable usages and environmental laws can easily be non-respected. To tackle poverty, strengthening market access and sustainability is key. To tackle corruption and capacity to monitor offences, reinforcing network as AVG is part of the solution. Sustainable development should be understood in a systemic way and cannot be disconnected from a deep understanding of local social dynamics.

For instance, Madagasikara Voakajy decided to target young people expecting they will engage in alternative livelihoods, assuming that this segment of the population would be the most likely to change practices. The NGOs obtained great results and underlined that other actors' groups (in that case the women group) are now looking close at those successes, wondering how they could reach such success. This is a great example of project built on local social dynamics, as priority condition to success.

Objective 3: Increase and share the scientific and traditional knowledge critical for conservation

State: This objective includes knowledge gaps in population ecology and biodiversity of lemurs, and training of Malagasy scientists. Based on reports, 22 projects addressed this objective.

Even if essential this objective was not literally attained. As a result of a **lack of standardized ecological monitoring methods, a lack of baseline and a lack of time**, it was impossible for grantees to "*fill knowledge gaps*". Means and support were again disconnected from ambitions. The knowledge shared fully relied on internal competencies giving inequal chances to grantees to succeed on this objective.

However, we noticed a great will of grantees and beneficiaries to gain skills on ecological monitoring. Every KMT (community patrols) member encountered have been formed on how to count species and report it to grantees, even if there are differences in quality depending on who taught them. Guides have also often been trained, through exchanges with national parks in some cases (eg: Helpsimus), through internal formation in other NGOs (eg: L'Homme et l'Environnement). Most of them claimed for additional materials to carry out their jobs (specialized books, rain clothes, GPS tools etc.). Some innovative initiative has been set, and **investment in technologies** (smartphone, radio collars etc.) have really been positive to improve ecological monitoring.

Les guides d'Andasibe success story in Mahatsara forest

Under the impulsion of a dynamic young primatologist coordinating the grant for this NGO, , 12 patrollers have been formed to lemurs ecological monitoring. Rio Heriniaina designed a simple inventory protocol and taught how to use it. 10 transects have been installed (1km linear with a 500m space in between), and a total of 7 species have been counted since the beginning of the project. The activity was carried out in parallel of the 15 patrols done per month for a 7000 ariary salary per month.

Les guides d'Andasibe came from a community-based initiative and were the littlest association financed by SOS Lemurs. They also exceed the planned objective in terms of reforestation: 5 000 tree seedlings per year were planned, 15 000 have been reached!

As regards project benefiting from the biggest grants (Valbio, OHDZA), they hosted and financed Malagasy scientist to carry out their thesis, mostly in exchange with foreign student. However, we could not isolate the real contribution of SOS Lemurs on these activities, as they were already carried out before. OHDZA has set up volunteering programs since 2012, allowing the welcoming of about twenty students on the four OHDZA sites. The Valbio research center has been welcoming Malagasy and foreign students since its creation.

Concerning experience sharing and capitalization, a workshop was to be organized to share the scientific knowledge created during the last 5 years.

Objective 4: Promote lemurs as a unique natural and cultural heritage for Madagascar and worldwide

State: This objective aimed to "*increase environmental awareness nationally and internationally".* We could not find a common indicator as environmental education took many forms: forming youth ambassadors, creation of cartoons in schools, environmental permanent radio station, lemurs festival, education through alternative livelihoods and sensibilization to laws etc.

According to grantees, those activities were generally a great success, participating to the decrease of pressure. However the commitment from the population can only be assessed on the long term. Although not mandatory, communications on social network (especially Facebook) and Internet has been widely used.

Evaluation: Nationally, environmental awareness activities were a success, but no activities have been set internationally. The required social media communication action and reporting could have been a **heavy and time consuming for little NGOs.**

Objective 5: Work with donor agencies to ensure that government agencies responsible for conservation engage in more effective on-the-ground conservation action

State: This is an overall objective for the SOS Lemurs as an initiative. It is not part of the Lemurs conservation strategy. No project has covered this objective. To do so, a part of the fund should have been dedicated to coordination work with CEPF, FAPBM, MNP or AFD, GIZ etc. The objective hasn't been attained.

Work with donor agencies to ensure that government agencies responsible for conservation engage in more effective on-the-ground conservation action	**0**	**0**

As previously mentioned, no common indicators have been set at the initiative's level, we can hardly measure the effectiveness of projects as regards to the initiative's objectives.

At the project level, each grantee defined their own objectives. We could have measured the effectiveness according to those own objectives, but no technical tracking table was established at the IUCN level, and such a referencing work is time-consuming when developed at the end of the initiative. Moreover, we noticed a slight difference in way of reporting information, some grantees reported the level of achievement for results/objectives, others for activities/output.

Efficiency	
<u>Economic efficiency</u> regarding medium grants (Activity A2) **Disbursement rate reached 91,5% in May 2022. Some projects are yet to be completed.** **HR and administrative cost are globally satisfactory. Although a quarter of the projects have human resources exceeding 40% of their budget.** **Overhead costs never exceeded 10% as requested.**	
<u>Matching funds</u> regarding medium grants (Activity A2) **More than 3,600 K CHF have been spent as matching fund so far, which represents more than 67% of current expenditures on SOS Lemurs medium grants.** **A third of the projects funded did not manage to confirm the announced matching funds.** **16% of grantees have very few or not any co-funding.**	
<u>Timeliness</u>: efficiency is satisfactory with quite a few no-cost extensions to be underlined. For instance, 3 medium grantees had more than 6 months delay. Most of delays were due to Covid-19 impact, and IUCN well-managed this crisis situation by keeping sending funds during this period and accepting no-cost extensions. **Lemurs Action Funds benefited from 3 no-costs extensions, without strong reporting requirement in report, which can question transparency and equity between grantees.**	

As for the above-mentioned financial follow-up, no synthetic document allowed the consultant to have an overview of the costs and finances. The following data was collected by ONFI from the financial reports in the time available. Full analysis table is to be found in the attached excel sheet.

Financial

Budget and management costs

State: based on reports analysis,

- The medium **administrative cost** (indirect costs /overhead) rate applied by grantees is **2,95%** with a great part (23 projects) being at zero.
- The medium **human resource cost** rate is **28,6%.**
- The medium **implementation rate**, i.e. the level of money spent compared to the available budget, is **91,5%,**

Evaluation: Those financial results are satisfactory,

Unit costs

State: There isn't any document gathering unit costs (working day costs) for grantees activities, and this information isn't shared in reports. **SOS Lemurs helped to pay many local fix salary** which holds great short-term impact, the regular income being a form of insurance for people. However, this potential source of impact, could have been much more efficient, for example by proposing reference levels for

patrollers, guides, reforestation activities, or by calculating the percentage of income in relation to annual household income and non-monetary revenues in the region.

The relation between salary level and people's motivation was clear during our visit, and was striking for two adjacent sites (Loky Manambato and Andrafiamena Andavakoera), managed by the same organization (Fanamby). While the patrollers were paid 36 000 ariary for 3 months with 6 patrols per month, which is 2 000 ariary per patrol in Loky Manambato), they were paid 10 000 daily for usual patrols to 15 000 ariary daily for mixt patrols in Andrafiamena Andavakoera. As a result, there were a very low motivation of KMT (patrollers), nearly a disinterest leading to disengagement in Loky Manambato, versus a strong personal engagement, pride and satisfaction of doing this work in Andrafiamena Andavakoera. In fact, the opportunity costs of doing patrols (loosing time for harvests or others daily activities, physical effort etc.) were very high in the first case.

In the future, if SOS Lemurs is to be renewed, opportunity costs for activities implying salary or compensations to people must be calculated upstream.

Late deliveries and no-costs extensions

State: There were a cumulated delay of 87 months concerning 20 projects, with a mean of 4,3 months. The mean is reduced to 1,8-month delay if referring to all 49 projects. Among the 49 projects funded through calls for proposal, three had between 6 to 13 months delay: Asity (2018A-124), OHDZA (2017A-100) and CI (2017A-102 with a maximum delay of 13 months).

As regards special projects:

- Valbio had more than 1-year delay
- Lemur Action Fund, had close to 3 years delay and required 3 no-cost extensions.

OHDZA and Valbio project have been delayed because of late deliveries of materials for constructions due to covid-19 pandemic and the rise of prices.

Evaluation: Those results are globally satisfactory for the 49 projects, most of delay being due to COVID-19 pandemic and its consequences. All grantees interviewed were satisfied with IUCN's responsiveness to the consequences of Covid, and thanked the program for maintaining the fund during this time of crisis.
As regard the Lemur Action Fund, it isn't efficient for the respect of delay and budget set on papers, but as this fund's objective is to be flexible and adapted to local needs, we can understand why no-costs extension has been requested.

Matching funds

State: A minimum of 20% matching funds was required for grants from CHF 25,000 to CHF 49,999; 50% matching funds for grants of CHF 50,000 to CHF 99,999; 100% matching funds for grants above CHF 100,000.

Regarding medium grants (Activity A2), more than 3,600 K CHF have been spent as matching fund so far (on closed and on-going projects), which represents more than 67% of current expenditure on SOS Lemurs medium grants. This rate reaches 75% if calculated on projects implemented following the first two calls for proposals (i.e. mostly closed projects). The following figures are impacted by the huge amount of matching funds get for the project 2017-095A: 838 K CHF matching funds expenditure are reported in their final financial report. The funds awarded for this project were 296 K CHF. Without taking in account this project, **updated rates would be respectively of 62 and 69%.**

- A third of the grantees didn't comply with matching funds criteria (more than 10% difference). 16% of which have very few (less than 10%) or not any co-funding;
- CFP 2017: 9 projects out of 18 that didn't comply with matching funds criteria (more than 10% difference). Four of which have not any co-funding;
- CFP 2018: only 3 projects out of 15 that didn't comply with matching funds criteria. Two of which have not any co-funding;
- CFP 2019: 5 projects that didn't (so far) comply with matching funds criteria. Two of which have very few (less than 10%) or not any co-funding.

Evaluation: This is a globally satisfying result, but a closer monitoring should be imposed with mid-term evaluation in that matter.

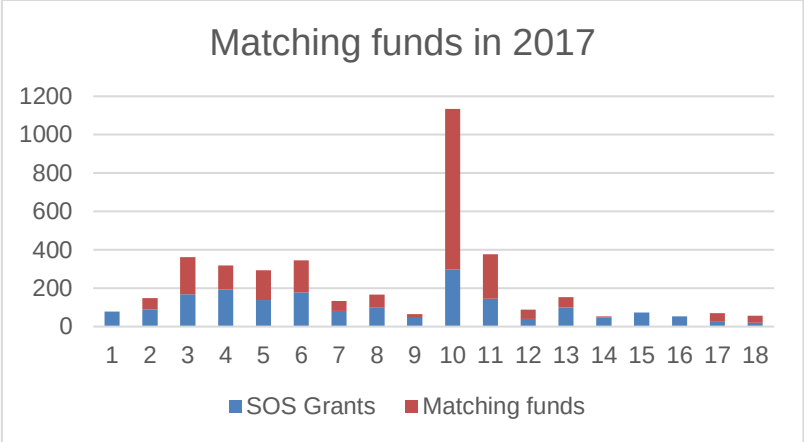

Figure 18: Matching funds for the 18 projects selected in 1st CFP at project closure or to date (May 2022)

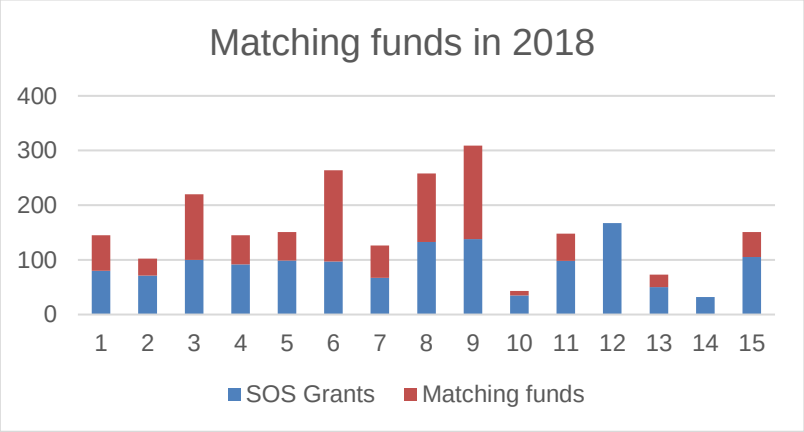

Figure 19: Matching funds for the 15 projects selected in 2st CFP at project closure or to date (May 2022)

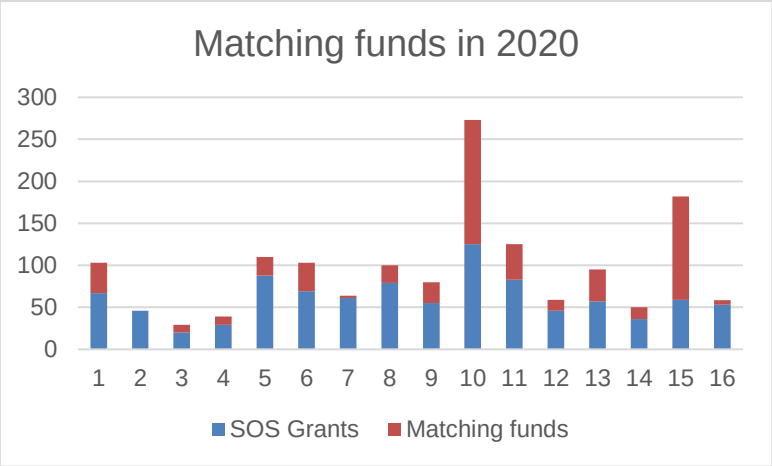

Figure 20: Matching funds for the 16 projects selected in 3rd CFP at project closure or to date (May 2022)

Impact & sustainability

At projects' level, we cannot assess the impact and sustainability, as the projects were carried out on a short period of time. However, from what was recorded on the field, SOS Lemurs could generate a strong impact both on the short and middle term.

Some projects that have been funded deserved to be highlighted as examples of sustainability and impact.

- FANAMBY and L'Homme & l'Environnement: private partnership and development of local associations has to be supported, improved and scaled up with safeguards on side effects (e.g. maize in MENABE / benefit redistribution)

- Madagasikara Voakajy: working with youth ambassadors and training of trainers

- AVG on law Enforcement, giving legal support to local NGOs facing illegal activities

Impact and sustainability are hard to measure as **the period of time for projects (1-2 years) is too short to evaluate impacts and sustainability, and the initiative design is not impact-based**. Just as a reminder, the impact concerns consequences/results obtained beyond the objectives set, and sustainability concerns long-term strategy (more than 10-15 years).

The following few activities seemed to be effective in generating impact:

- ✓ Training of trainers (Madagasikara Voakajy)
- ✓ The evolution towards the independence of partner associations of the grantees (Fanamby and l'Homme et l'Environnement)
- ✓ The creation of economic activities that are not dependent on official development aid; or stabilized access to a market (Fanamby and l'Homme et l'Environnement on ecotourism, cash crops[11] such as essential oils, vanilla,…)
- ✓ Law enforcement (AVG)
- ✓ "Healthy" coordination with local political authorities (most of the projects)
- ✓ Leverage effect

However, these categories were not part of IUCN objectives nor required in the grantees' intermediary and final reporting. Information on impact were scattered throughout reports. From information referenced in reports, it seems that **6 out of 49 grantees are engaged in the creation of activities that could be independent from public development aid.** The strengthening of partnerships with local association wasn't reported by grantees but appeared important during fieldwork: all grantees visited being linked with a surrounding network, condition for their resilience and sustainability. This could have been requested in the section 5b in the final report that ask grantees to report on additional funding from partnership leveraging

[11] *Caution: In Menabe, Sahanala which is an historical private partner (local association of producers) of Fanamby is developing maize as a cash crop, although this crop is accused to be bound to deforestation.*

The reporting framework suggested for impact was a bit disorganized, with a **confusion between the words impact and effectiveness**. The term impact was first presented in reference to the visibility and capacity of grantees, then to the unrealized components, and eventually **presented as an indicator of effectiveness for species, habitat, and livelihoods.** The category *"enabling conditions for effective conservation"* seemed to be the most appropriate category for referencing impact, but the length and complexity of the guidance (below) given to grantees made it unclear:

"Did your project contribute to improving, no impact on, or worsening enabling conditions that facilitate successful conservation for threatened species? Present in terms of the degree (that is, favourable, neutral, unfavourable) to which local socio-economic, political, and cultural conditions (that is, 'enabling conditions') contribute to the probability of success for conservation of the target species with the project area. Protected area tracking protocols are required, where applicable (consult with the SOS Secretariat on the appropriate PA tracking tool to use). Applicable metrics include: Legislative tools associated with species' protection ; financing for conservation (poor, fair, good, very good – based on available resources for conservation, sustainable financing mechanisms are developed and in place, public-private partnerships, positive benefits for community livelihoods, etc.); wildland or protected area management effectiveness (poor, fair, good, very good – based on PA tracking tool indices applied to target area)"

As regard sustainability, the only criteria set in reporting framework is "*additional fundings*". However, no time and budget were allocated to the search for additional fundings during the project. If SOS Lemurs objective were to focus on sustainability this time and budget lines should definitely be planned. For the future, we recommend to hardly work on an impact pathway at IUCN level, and to design the logical framework of the initiative based on the impact expected.

For the Lemur Action Fund, a report template was required but it has never been fulfilled. Thus, impact has not been mentioned at all.

However, from fieldwork, it was noticed that SOS Lemurs' had a real added value in terms of financial security for NGOs to pursue their existent work (OHDZA, Helpsimus, l'Homme et l'Environnement), to give confidence to little NGOs being at their beginnings (MV, AGA), or to diversify activities (TPF, Ny Tanintsika). Even if not really clear on objectives, SOS Lemurs gave the opportunity to support existent dynamics, which is a great asset in terms of impact. In addition, grantees were particularly grateful for SOS Lemurs funds existence, and this motivation is clue to generate impact on the short, middle and long term. *We thus do recommend to* ***write an impact-based logical framework if SOS Lemurs is to be replicated****, and to assume the idea that this fund isn't creating new projects but rather capitalizing on existing conservation dynamics.* If better structured from the beginning, SOS Lemurs holds a strong potential for creating impact.

GENERAL RECOMMENDATIONS

AT IUCN LEVEL

Update the Lemurs of Madagascar Conservation Strategy (Priority 1)

Beyond updating the strategy about priority sites, new species to be described and Red List assessment, it should be a way to capitalize on results obtained during this first round. Results from species monitoring and lessons learnt on most relevant activities to implement should be included in this new strategy and served as a basis for SOS Lemurs second round.

Strengthen the SOS Lemurs team (Priority 1)

Local human resources have to be strengthened. To ensure a real monitoring, a full time equivalent at IUCN headquarter should at least be dedicated to the program. In order to have all the requested expertise, two part-time consultants could be hired with complementary profiles: a scientific and a socio economic one.

The team in IUCN HQ has to be reinforced as well. If such an option was too expensive, part of the work might be delegated to locally based staff. However, key financial decisions, TAG, taking-stock activities (capitalization) and synergy with other IUCN programs have to be done from IUCN HQ.

A strict and efficient repartition of roles should be set prior to the program.

Write a logical framework at IUCN's level (Priority 2)

An important issue identified is the lack of framing of the initiative. It has limited the capacity to monitor the results obtained (technically and financially). Objectives should be concrete, covering a large variety of activities; with SMART performance (results & impact) indicators to assess achievements.

Design and use a monitoring and evaluation tool at IUCN level to follow-up results (Already planned – on going).

Create an efficient, relevant and easy-to-use online database to monitor and evaluate projects all along the 5 years. Getting a general overview of achievement and problems encountered along the way is crucial to follow the effectiveness of projects, and support grantees who need it.

FOR THE TECHNICAL ADVISORY GROUP (TAG)

Better coordinate with similar donors, eg FAPBM & CEPF. (Priority 2).

Integrate representatives of those organizations in the TAG could be relevant. This would both help identifying SOS initiative amongst donors, and maximizing synergies by avoiding the superposition of actions.

Reinforce TAG procedures to guarantee transparency and avoid conflict of interest (Priority 2)

AS REGARDS PROJECTS TO BE FUND

Organize a three-days' workshop at the end of this current SOS Lemurs initiative (Priority 1).

During this workshop lessons learnt and best practices could be shared as regards habitat (reforestation), species (monitoring) and people (livelihoods), but also sensibilizations/education activities.

Private partnerships and support to local association as a way to ensure sustainability should be assessed and capitalized based on the work done by NGOs such as Fanamby and l'Homme et l'Environnement. Best practices including strong safeguards on benefit sharing and mitigation activities to avoid side effects should be promoted.

Publish a unique Call for Proposal to deliver one unique set of grants (Priority 2).
Grants could be awarded for 5 years in order to ensure that result-based activities are properly monitored and effective. CfP could target already existing projects identified from phase 1, fostering entities with full-time staff in Madagascar

Ssustainability has to be a key selection criterion (Priority 2)
The call for proposal should include a criterion on sustainability and propose a step dedicated to the design of an exit plan.

Deliver a quick formation on IUCN procedures to new grantees. Include if necessary, a capacity building activity as a prerequisite for low capacity grantees (Priority 2).
Training has to target reporting, administrative and financial capacities in order to ensure good practices and to improve efficiency amongst civil society.

Review the technical report structure imposed to grantees (Priority 3)
This report should be aligned with the logical framework, specific to SOS Lemurs Initiative, and lightened to avoid repetitions, and directly inform the global monitoring of projects. A French version should be proposed.

ANNEX 1: FIELD WORK

Based on IUCN suggestions, 3 regions have been selected. Projects have been then chosen according to answers received from grantees, site accessibility, and advice from the local consultant. The following sites and following persons have been visited and interviewed. The initial program has been respected.

In eastern-Antananarivo:

- 2020A-136 **L'Homme et l'Environnement** (Vohimana) :
  - Saroy Rasoloson, site manager
  - Faly Nabih Day Rabeharisoa, in charge of communication and site promotion
  - Local associations and beneficiaries : nurseries, reforestation, permanent patrols, guides, ecotourism site manager and cook, *dina* comitee, non-permanent patrols
- 2018A-112 **Madagasikara Voakajy** (Moramanga)
  - Voahirana Claudia Randriamamonjy, regional coordinator
  - Sydonie Rabarison, Mangabe Partnership Coordinator

In Fianarantsoa

- **Valbio** (Ranomafana)
  - Michael Docherty, director & Chief Operating Officer
  - Patricia Wright (remote), founder and Executive Director Centre ValBio Research Station
- 2017A-095 & 2018A-113 **OHDZA** (Kianjavato)
  - Fredo Gilbert Tera, site manager
  - Innocente, Maminjanahary Innocente, Conservation Fusion employee
  - Harilala, Rajaona Harilala Tiana, accounting and finance supervisor
  - Guides, responsible for ecological monitoring
- 2017A-088 & 2018A-114 **Helpsimus**
  - Josia Razafindramanana, co-founder of IMPACT Madagascar
  - Nary Saoul, site manager for Helpsimus
  - Toky Hery Rakotoarinivo, conservation officer in Sahofika (IMPACT Madagascar)
  - Ndimbisoa Rakotonandrasana, agriculture technician (IMPACT Madagascar)
  - VOI and beneficiaries

In Antsiranana

- 2017A-091 & 2020A-147 **Alliance Voahary Gasy** (Diego)

    - Hary Nantoanina Rajaonarison, regional coordinator Diana region
- 2017A-094 & 2020A-138 **OHDZA-MBP** (Montagne des Français)
    - Edward Louis, general director
    - Aubin Andry, site manager
    - + unexpected meeting with Anja Ny from **SAGE (**MDF managing organization), which indirectly benefited from a grant (AVG-GERP 2020A-147)
- 2017A-101 & 2020A-143 **Fanamby**
    - Nicolas Salo, Loky Manambato protected area manager
    - Ghislain
    - Rislain
- 2017A-099 & 2020A-142 **Fanamby**
    - Hortensia Bezara Hosnah, Andrafiamena-Andavakoera manager
    - Osmane Andre, sustainable livelihood manager
    - Local associations and beneficiaries: local association for restoration through agroecology, patrols, deputy mayor, ecotourism manager.

The following grantees have been met in Antananarivo, corresponding to the one that responded to our calls for meetings:

- **Les Guides d'Andasibe**
    - Rio Heriniaina, site manager
    - Dimbisoa Sariaka Rakotomalala, responsible for finance and communication
- **GERP**
    - Jonah Ratsimbazafy, director
    - Davidson Hajanantenaina Herindrainy, operational manager
    - Nambinina Ranaivoarisoa Faly, operational manager
    - Rotsinomena Andriamisedra, operational manager

- **The Peregrine Fund**
    - Lily-Arison Rene de Roland, director
    - Razakaratrimo Stéphanie, responsible for communication
- **Ny Tanintsika**
    - Samantha Cameron, inter-region coordinator Haute Matsiatra – Vatovavy – Fitovinany
    - Mahefa Tiana, technical manager for SOS Lemurs projects
- **Conservation International**
    - Luciano Andriamaro,Conservation director
    - Harison Hanitriniaina Randrianasolo, Species officer

In addition, we met the following stakeholders

- **FAPBM**
    - Alain Liva Raharijaona, executive director
    - Serge Ratsirahonana, financial director
    - Miary Raselimanana, CEO assistant
- **Sylviane Volampeno**, local consultant for SOS Lemurs project

FIELD VISIT PLANNING

ONFI	Date (june)			Location	Activity	Contact	Region
Gilles + Manon	W1	Tue	31 may	*Plane*	*Arrival at 10.25pm*		Antananarivo
		W	1	Antananarivo	Office meetings	TPF, S.Volampeno	
		Th	2	Antananarivo	Office meetings	GERP, Asity, Helpsimus	
				Vohimana	*Going to Vohimana in the afternoon*		Vohimana
		F	3	**Vohimana**	**Site visit**	**Vohimana**	
		Sat	4	Moramanga	Visit at the office	Moramanga	
				Plane + travel to Loky Manambato			
		Su	5	**Loky Manambato**	**Site visit**		Loky Manambato
				Vohimana	*Going to Vohimana in the afternoon*	*Vohimana*	
		M	6	**Vohimana**	**Site visit**	**Vohimana**	
		T	7				
	W2	W	8	**Andrafiamena-Andavakoera**			
		Th	9				
Manon		F	10	Diego // Antananarivo	Office visit	AVG // FAPBM, CI	
		Sat	11	**Montagne des Français**	**Site visit**	**OHDZA**	
		Sun	12	*Break - writing of report*			
		M	13				
		T	14				
	W3	W	15				
		Th	16				
				Antananarivo	Meeting with Sylviane + IUCN (remote)		
		Sat	18	Ranmafanana	*Day travel to Ranmafanana*		Fianarantsoa region
		Sun	19	Ranmafanana	-		
		M	20	**Sahofika**	**Helpsimus**	**Helpsimus**	
		T	21	**Kianjavato**	**Kianjavato**	**OHDZA**	
		W	22				
		Th.	23	Ranmafanana	Ranmafanana	ValBio	

ANNEX 2: EXCEL SHEETS SOURCES

NGO	*Intern.*	*Loc.*	*Nb Grants*	*Total grants amount*
TAF	1		5	383 097
Helpsimus	1		2	63 500
GERP		1	4	227 177
AVG		1	2	85779
NyT		1	1	128 057
PM	1		2	199 908
MFG	1		1	40 230
OHDZA	1		6	947 816
BZS	1		1	97 500
TPF	1		3	288 320
Fanamby		1	6	953 904
CI	1		2	313 960
WCS	1		1	99 570
AGA		1	1	100 000
MBG	1		2	99 817
CAS	1		1	151 074
MV		1	1	167 086
Arboretum		1	1	69 802
WWF	1		1	99 000
Asity	1		1	99 955
Durrell	1		1	99 963
LCN	1	1	1	91 184
NM	1		1	70 003
H&E		1	1	65 000
TPC	1		1	47 666
FBM		1	1	50 556
TOTAL	**17**	**10**	**50**	**5 039 924**
TOTAL INT				**3 192 563**
TOTAL LOC.				**1 627 344**

(1) International versus Local NGO benefiting from grants

Objectives (results) or activities (output)	Achieved	Partially achieved/ in progress	Non achieved	Total	**% achieved**	**% partially achieved**	**% non achieved**

2017A-087	TAF	3	1	0	4	**75,0**	**25,0**	**0,0**
2017A-088	Helpsimus	5	4	0	9	**55,6**	**44,4**	**0,0**
2017A-089	GERP	13	1	0	14	**92,9**	**7,1**	**0,0**
2017A-090	GERP	Report not cleared enough from comments						
2017A-091	AVG	1	3	0	4	**25,0**	**75,0**	**0,0**
2017A-092	OHDZA	9	7	0	16	**56,3**	**43,8**	**0,0**
2017A-093	MFG	5	4	0	9	**55,6**	**44,4**	**0,0**
2017A-094	OHDZA	14	3	0	17	**82,4**	**17,6**	**0,0**
2017A-095	OHDZA	4	4	1	9	**44,4**	**44,4**	**11,1**
2017A-096	TAF	7	3	0	10	**70,0**	**30,0**	**0,0**
2017A-097	BZS	15	1	0	16	**93,8**	**6,3**	**0,0**
2017A-098	TFP	11	2	0	13	**84,6**	**15,4**	**0,0**
2017A-099	Fanamby	3	2	0	5	**60,0**	**40,0**	**0,0**
2017A-100	OHDZA	17	2	0	19	**89,5**	**10,5**	**0,0**
2017A-101	Fanamby	19	0	0	19	**100,0**	**0,0**	**0,0**
2017A-102	CI	Unclear report						
2017A-103	WCS	4	0	0	4	**100,0**	**0,0**	**0,0**
2017A-132	AGA	Grant ongoing						
2018A-108	NT	Grant ongoing						
2018A-110	GERP	7	8	4	19	**36,8**	**42,1**	**21,1**
2018A-111	MBG	8	3	0	11	**72,7**	**27,3**	**0,0**
2018A-112	MV	9	3	0	12	**75,0**	**25,0**	**0,0**
2018A-113	OHDZA	9	7	0	16	**56,3**	**43,8**	**0,0**
2018A-114	Helpsimus	5	3	0	8	**62,5**	**37,5**	**0,0**
2018A-117	CAS	19	0	0	19	**100,0**	**0,0**	**0,0**
2018A-118	TPF	19	3	1	23	**82,6**	**13,0**	**4,3**
2018A-120	Arboretum	5	6	0	11	**45,5**	**54,5**	**0,0**
2018A-122	WWF	16	14	2	32	**50,0**	**43,8**	**6,3**
2018A-123	Fanamby	4	2	0	6	**66,7**	**33,3**	**0,0**
2018A-124	Asity	14	0	0	14	**100,0**	**0,0**	**0,0**
2018A-125	Fanamby	Grant ongoing						
2018A-126	TAF	Grant ongoing						

2020A-132	LCN	Grant ongoing						
2020A-133	NM	Grant ongoing						
2020A-134	MBG	Grant ongoing						
2020A-135	TAF	Grant ongoing						
2020A-136	H&E	Grant ongoing						
2020A-137	OHDZA	Grant ongoing						
2020A-138	OHDZA	Grant ongoing						
2020A-139	CI	Grant ongoing						
2020A-140	PM	Grant ongoing						
2020A-141	TAF	Grant ongoing						
2020A-142	Fanamby	Grant ongoing						
2020A-143	Fanamby	Grant ongoing						
2020A-144	TPC	Grant ongoing						
2020A-145	TPF	Grant ongoing						
2020A-146	FBM	Grant ongoing						
2020A-147	AVG-GERP	4	0	0	4	**100**	**0**	**0**
Medium						**71,6**	**26,8**	**1,6**

(2) Results or outputs achieved, partially achieved, not achieved (%)

				2017																	2018															2020															
Genus	*Species*	*RL*	**Nb**	TAF	TAF	Hel	AVC	Fan	Fan	Ger	Ger	PM	MF	OH	OH	OH	BZS	CI	WC	TPF	Arb	Asi	Hel	Dur	Fan	Fan	GEF	CA	MV	OH	TAF	MB	Ny	TPF	WW	LCN	NM	MB	TAF	HE	OH	OH	CI	PM	TAF	Fan	Fan	TPC	TPF	FBN	AVG
Allocebus	*Allocebus trichotis*	*VU*	**2**																									x						x																	
	Avahi meridionalis	*EN*	**1**																			x														x															
	Avahi mooreorum	*EN*	**1**																									x																							
	Avahi occidentalis	*EN*	**2**									x																																x							
Avahi	*Avahi ramanantsoavanai*	*VU*	**1**																								x									x															
	Cheirogaleus crossleyi	*VU*	**1**																																	x															
	Cheirogaleus major	*VU*	**1**																																	x															
Cheirogaleus	*Cheirogaleus medius*	*VU*	**3**																																	x	x							x							
Daubentonia	*Daubentonia madagascariensis*	*EN*	**12**				x	x		x						x				x		x				x		x	x	x											x										x
	Eulemur albifrons	*EN*	**1**																									x																							
	Eulemur cinereiceps	*CR*	**2**							x																												x													
	Eulemur collaris	*EN*	**1**																			x																													
	Eulemur coronatus	*EN*	**6**				x	x						x												x																					x				x
	Eulemur flavifrons / macao	*CR*	**2**														x																			x															
	Eulemur fulvus	*VU*	**1**																																									x							
	Eulemur mongoz	*CR*	**2**																																									x	x						
	Eulemur rubriventer	*VU*	**1**																																	x															
	Eulemur rufifrons	*NT*	**2**																													x					x														
	Eulemur rufus	*VU*	**2**																	x																									x						
Eulemur	*Eulemur sanfordi*	*EN*	**2**					x																																							x				
	Hapalemur alaotrensis	*CR*	**2**																					x												x															
	Hapalemur aureus	*CR*	**1**																														x																		
	Hapalemur griseus occidentalis	*VU*	**2**																									x								x															
	Hapalemur meridionalis	*VU*	**1**																			x																													
Hapalemur	*Hapalemur ranomafaniaisis*	*VU*	**1**																																		x														
Indri	*Indri indri*	*CR*	**13**	x	x				x		x		x					x	x										x		x								x	x			x			x					
Lemur	*Lemur catta*	*EN*	**5**												x						x											x					x											x			
	Lepilemur edwardsi	*EN*	**2**									x																																x							
	Lepilemur fleuretae	*CR*	**1**																			x																													
	Lepilemur jamesorum	*CR*	**3**							x																	x									x															
	Lepilemur otto	*EN*	**1**																																															x	
	Lepilemur randrianasoloi	*EN*	**1**																																														x		
	Lepilemur ruficaudatus	*CR*	**2**																																		x												x		
	Lepilemur sahamalazensis	*CR*	**2**														x																			x															
	Lepilemur scottorum	*EN*	**1**																									x																							
	Lepilemur seali	*EN*	**1**																									x																							
Lepilemur	*Lepilemur septentrionalis*	*CR*	**3**				x							x																																					x
	Microcebus bogolavensis	*/*	**2**																																		x													x	
	Microcebus berthae	*CR*	**2**																						x											x															
	Microcebus gerpi	*CR*	**1**																																	x															
	Microcebus griseorufus	*LC*	**1**																																		x														
	Microcebus lehilahytsara	*VU*	**1**																																	x															
	Microcebus mittermeieri	*EN*	**1**																															x																	
	Microcebus murinus	*LC*	**2**																																		x							x							
	Microcebus ravelobensis	*EN*	**2**									x																																x							
	Microcebus rufus	*VU*	**1**																																	x															
	Microcebus sambiranensis	*EN*	**3**														x																	x		x															
Microcebus	*Microcebus tavaratra*	*VU*	**1**																																							x									

	Mirza coquereli	*EN*	*1*																																		x														
Mirza	*Mirza zaza*	*EN*	*1*														x																																
Phaner	*Phaner furcifer*	*VU*	**2**																								x							x															
	Phaner pallescens	EN	1																																		x														
Prolemur	*Prolemur simus*	*CR*	*11*	x	x	x										x		x					x							x	x					x			x		x										
	Propithecus candidus	*CR*	*1*																															x																
	Propithecus coquereli	*EN*	*3*									x																													x						x	
	Propithecus coronatus	*CR*	*1*																																							x						
	Propithecus deckenii	*EN*	*1*																	x																											
	Propithecus diadema	*CR*	*10*	x					x		x		x																x		x						x	x			x			x					
	Propithecus perrieri	*CR*	*4*				x	x																																					x				x
	Propithecus tattersalli	*CR*	*1*																							x																							
Propithecus	*Propithecus verreauxi*	*EN*	*3*				x																									x					x														
	Varecia rubra	*CR*	*2*																x									x																					
	Varecia variegata editorum	*CR*	*2*							x	x																																						
	Varecia variegata spp	*CR*	*10*	x	x								x			x		x												x	x						x		x		x								
Varecia	*Varecia variegate subcincta*	*CR*	*1*																x																														
	Corridor of Ankeniheny Zahamena	4		x														x													x											x								
	Andriantately		2		x																																x												
	Ranomafana National Park and a		2			x																	x																										
	Analamerana		1				x																																										
	Andrafiamena		3				x	x																																					x				
	Montagne des français		3				x							x																										x									
	Kirindy		1				x																																										
	Anjozorobe-Angavo		2						x																																			x					
	Manombo		1							x																																					
	Maromizaha		1								x																																				
	Ankarafantsika		2									x																														x							
	Betampona		1										x																																		
	Plateau Mahafaly		1												x																																
	Kianjavato		2													x														x																			
	Sahamalaza-Iles Radama		1														x																														
	Makira		1																x																												
	Tsimembo Manambolomaty - Ma		2																	x																										x		
	Tsimanampetsotsa - Amoron' Oni		1																		x																										
	Tsitsongambarika		1																			x																									
	Lake Alaotra		1																					x																							
	Menabe Antimena		1																						x																						
	Loky-Manambato		1																							x																					
	Manombo		1																								x																				
	Masoala		1																									x																			
	Mangabe		1																										x																		
	Analavelona sacred forest		1																													x															
	Corridor Fandriba Vondrozo		1																														x														
	Bemanevika & Mahimborondroa E		1																															x													
	Marojejy Anjanaharibe		1																																x												
	Makay massif		1																																		x										
	Ankarabolava-Agnakatrika Forest		1																																			x									
	Vohimana Reserve		1																																					x							
	Torotorofotsy		1																																						x						
	Maevatanana - Ambato-Boeny		1																																									x					
	Ivohiboro		1																																												x		
	Bongolava		1																																													x	
Sites	Diana region		1																																														x

(3) Database screenshot for species and habitat

ANNEX 3: EXAMPLE OF LOGICAL FRAMEWORK AND INDICATORS

Vision	General objective	Specific objectives	Activites (to be filled by grantees)	Results indicators (as examples)
Help local conservation actors/NGOs develop their long-term development goals through knowledge sharing and financial support	HABITAT: Increase suitable lemur habitat and habitat connectivity	Stop habitat loss and degradation		% of total area deforested since the beginning of the project % of total area degraded since the beginning of the project % of fires seen a year
		Support reforestation and restoration dynamics		Nb of ht restored and equivalent % of total area
		Take actions to limit illegal commercial timber exploitation of natural forests		Nb of person arrested for this issue Nb of person judged for this issue (through traditional and common law) Nb of sensibilisation actions on laws per actors groups
		Ensure that local population's use of forest is sustainable		Nb of unsustainable use of forest observed compared to the beginning of the projects
		Sensibilisation of various actor's groups on the interest of using forest in a sustainable manner		Nb of sensibilisation per actor's group
	SPECIES: Increase the ecological monitoring of threatened lemur populations across key sites	Fill knowledge gap in population ecology and biodiversity		Nb of lemurs species followed for more than % years
		Increase training of malagasy scientist		Nb of Malagasy scientist trained on lemurs ecology and associated topics Nb of Malagasy scientists who started a thesis Nb of Malagasy scientist who started a master
		Foster community ecological monitoring by training local guides and patrols		Nb of patrols formed to ecological monitoring Nb of guides formed to ecological monitoring
		Sensibilisation of various actor's groups on lemur ecology, the importance of following their evolution and the interest of having guides and patrols		Nb of sensibilisation per actor's group
		Stop or at least reduce lemur hunting		Nb of lemurs hunted compared to the beginning of the project
	PEOPLE: Create incentives to conserve natural and cultural heritage	Empower relevant communities with skills and livelihood options enabling long-term coexistence with lemurs around priority sites		Nb of people who gained skills directly or indirectly improving coexistence with lemurs Nb of people who start successful alternative livelihood that do not impact lemurs Nb of people who gain money from those skills and livelihoods independently from the project
		Develop ecotourism		Nb of people invested in ecotourism activities Nb of people among them gaining stable revenue from those activities independently from the project
				Nb of workshop organised to create a sustainable community based scenario of their future development

		Co-construct development scenarios with communities to share scientific and traditional knowledge on conservation and create a vision		Nb of people attending each of the workshops % of total families impacted by the project attending workshops
		Sensibilisation of youth, communities and local authorities on the gain (economic, social, environmental) they can get from preserving their natural and cultural heritage		Nb of youth sensibilized (less than 30 years) Nb of adults sensibilized (more than 30 years) Nb of local authorities sensibilized Evolution of participant (if several workshops)
Share knowledge gained, success stories and lessons learnt with all grantees every year				

ANNEX 4: EVALUATION GRID

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	SUB-QUESTIONS		Who is concerned				Data source			Indicators	Data sources
		Full sub-question	Key words	IUCN & external	TAG	Grantees	Beneficiaries	Internal biblio.	External biblio.	Interviews & Q.		
Relevance	Intervention objectives vs national priorities and local needs	To what extent are the projects responsive to national priorities?	National priorities	x				x		x	Alignment with national strategic documents	1. National strategies on biodiversity-forest, lemurs and people, national communications on biodiversity/habitat, lemurs and people, laws & application texts 2. Lemurs of Madagascar - a strategy for their conservation 3. Call for Proposals 4. Project Portfolio Analysis and if needed grants agreements
		To what extent projects are responsive to local needs and priority - species, habitat, people (including women, indigenous groups and under-privileged groups)?	Local needs and priorities	x	x	x		x		x	Endorsement by local authorities	1. Project proposal of a sample of projects (if any) 2. Call for Proposals **3. Interviews with IUCN staff** **4. Interviews with TAG** **5. Interview with grantees**
		To what extent are the projects designed in such a way as to be able to address the underlying core problems regarding lemur conservation?	Problem addressed			x		x		x	Alignment between project specific objectives and drivers of biodiversity loss	1. Project Portfolio Analysis + sample of project log frames and/or grant agreements 2. Lemurs of Madagascar - a strategy for their conservation **3. Interviews with grantees and observations on the field**
		Were potential changes in context and associated risks considered in the design of the intervention?	Changes in context	x		x		x		x	Presence of risk section in the SOS Lemurs strategy (used as logframe) Presence of a risk section in project proposals	1. Lemurs of Madagascar - a strategy for their conservation 2. A sample of projects proposal **3. Interviews with grantees and IUCN Teams**

		If so, to what extent has the intervention been adapted to remain relevant? If not, can the intervention be adapted to changes in context?	Adaptation to change					x			Evolution of Call for Proposals	1. Call for Proposals
Coherence	Assess the coherence of the intervention with other interventions in the institution, country, sector.	To what extent is the SOS Lemurs initiative aligned with the IUCN Program 2017-2020? And to the IUCN Program 2021-2024 (i.e. what changes are needed to ensure it remains relevant)?	SOS Lemurs vs IUCN					x			Alignment with IUCN strategy	1. Lemurs of Madagascar - a strategy for their conservation 2. Donor's letter of engagement 3. IUCN Program 2017-2020 4. IUCN Program 2021-2024
		To what extent is the SOS Lemurs initiative aligned to the Save Our Species program 3 pillar approach of Species, Habitat and People?	SOS Program vs SOS Lemurs Initiative	x	x			x		x	Criteria's used to select projects : presence of 3 pillars and proportions	1. Lemurs of Madagascar - a strategy for their conservation 2. Donor's letter of engagement 3. SOS Operational Manual 3. Analysis grid used to select project (if any) **4. Interview with IUCN Teams**
		To what extent is the SOS Lemurs initiative, and its conservation and development objectives, in line with the Objectives and Actions and the site-based Action Plans of the document *Lemurs of Madagascar: A Strategy for their Conservation 2012-2016*?	SOS Lemurs vs site-based action plan	x				x		x	Proportion of shared objectives - Number of areas covering each objectives - Number of objectives in each area	1. Lemurs of Madagascar - a strategy for their conservation 2. Project proposal (to Donors) or initiative log frame (if any) 3. Donor's letter of engagement **4. Interviews with IUCN Teams**
		To what extent do the project log frames (objectives, activities) align to the initiative's objectives (threat addressed)?	Projects logframes vs initiative objectives					x			Proportion of shared objectives Proportion of priority areas covered by projects Number of species targeted in projects (compared to targeted species) and proportions	1. Lemurs of Madagascar - a strategy for their conservation 2. Project Portfolio analysis 3. A sample of project proposal (log frame)
		To what extent similar interventions of other actors has been considered, nationally and locally?	Added value	x		x				x	Preliminary study of similar interventions	**1. Interviews with IUCN members** **2. Interviews with grantees**

Effectiveness	Assess the achievement of outcomes and associated objectives	What progress towards conservation outcomes has been observed?	Progress toward conservation outcomes (ST, MT)	x		x		x		x	Improvement of quantitative objectives/common indicators according to a baseline	1. Monitoring and evaluation documentation and tools (if any) 2. Final technical report of IUCN 3. Project Portfolio analysis 4. Final and technical report of grantees **5. Interviews with IUCN Teams** **6. Interviews of grantees**
		What progress towards livelihoods and development outcomes has been observed?	Progress toward livelihood & development outcomes (ST, MT)	x				x		x	Improvement of quantitative objectives/common indicators according to a baseline	1. Monitoring and evaluation documentation and tools (if any) 2. Final technical report of IUCN 3. Final and technical report of grantees 4. Interviews of grantees
		Synergies observed between livelihood and conservation	Synergies livelihood/conservation (ST, MT)		x	x		x		x	Number of grantees reporting an evolution in conservation thanks to development of livelihoods. Place of synergies livelihood/conservation in the selection of projects	1. Monitoring and evaluation documentation and tools (if any) 2. Final technical report of IUCN 3. Final and technical report of grantees **4. Interviews of grantees**
		As regards unachieved outcomes, what underlying risks, assumptions and constraints have or may have affected outcomes?	Reasons for non-achievements			x		x		x	Risks mentioned by grantees in report that occurred	1. Technical reports of grantees **2. Interviews with grantees**
		What is IUCN's added value in the role it plays in the SOS Lemurs initiative?	Added value	x	x					x	Mobilization of IUCN expert network	**1. Interviews with IUCN teams** **2. Interviews with TAG**
Efficiency	Assess the cost/time effectiveness of the intervention and the operational	To what extent does IUCN as an implementing agency offer good value for money as compared to other conservation grant-makers? What operational aspects of IUCN (support from Save Our Species Secretariat,	Cost-efficiency					x	x		Cost-efficiency of the Secretariat compared to other donor on similar interventions	1. Follow-up table of Secretariat budget delivery (if any) 2. Follow-up document of human resources (IUCN) 3. KIWA initiative reports 4. FFEM reports

	efficiency of the managing entity (institutional set-up)	operational protocols, institutional set- up, fee structures) contribute to this? Compare to other grant-makers within and outside IUCN and identify lessons to be shared.										5. IUCN small initiative reports 6. Interviews with IUCN teams
		Was the initiative adequately designed to provide the level of support required by the grantees?	Support to grantees	x	x	x	x			x	Type and frequency of implication of the IUCN employees over the year Call for Proposal adapted to small project holders Capacity building as an activity	**1. Interviews with grantees** **2. Interviews with IUCN members and TAG** **3. Call for Proposals**
		To what extent are the projects / the initiative delivering intended outputs on time? What factors contribute to this?	Time efficiency	x		x		x		x	Proportion of project that were late in delivering outputs Presence of a follow-up table Limiting factors expressed by grantees	1. Dashboard (follow-up table) for deliverables of all projects (if any) 2. Sample of final technical reports of projects **3. Interviews with IUCN teams** **4. Interviews with grantees**
		Was the number of projects supported reasonable given the day-to-day monitoring capacities of the initiative?	Operational efficiency	x	x			x	x	x	Number of days spent on technical and financial monitoring per project with respect to total time on the initiative Comparison with full-time equivalent on other projects (ex: FFEM, KIWA, IUCN France with small initiatives	1. Financial follow-up table for all projects (delivery of grants) (if any) **2. Interviews with IUCN teams** **3. Interviews with grantees** 4. Other grant-making schemes (still to be defined - Kiwa, FFEM, others)
		Effectiveness of monitoring and learning: - To what extent does the initiative's M&E system including supervision missions allow for validation of monitoring findings? - How is the information generated from monitoring being	M&E efficiency	x	x			x		x	Presence and application of a M&E framework Number of supervision mission Access to a consolidated information for each project Human resources dedicated to M&E	1. M&E framework (if any) 2. Lemurs of Madagascar - a strategy for their conservation **3. Interviews with IUCN teams and TAG**

		used for adaptive management at project and at initiative level? What mechanisms are in place to learn from the work? - How is learning being documented?										
		To what extent have the actions under the projects' Environmental and Social Monitoring Plans (ESMP) been implemented? What tracking is in place to monitor the outcomes of these?	M&E efficiency	x	x			x		x	Presence and application of a tracking to monitor outcomes of the project actions	**1. Interviews with IUCN teams and TAG** 2. Environmental and Social Monitoring Plans
		How effective is the initiative's level governance? Review the set-up and functioning of the Technical Advisory Committee.	TAG efficiency	x	x			x		x	Expertise, turnover Number of committee per year Efficiency of the selection process (nb of people reviewing each project, frequency of disagreement/agreement between TAG members, time needed to select projects) Satisfaction of IUCN teams as regard the effectiveness of TAG	1. Internal documentation related to human resources (TAG) 2. Documentation as regards the selection of projects and the follow-up of field missions **3. Interviews with IUCN teams and TAG**
Impact	Assess if the initiative has generated or is expected to generate significant positive or negative, intended or	What was the impact of the initiative in terms of lemur conservation, habitat, people in project areas?	Impact on species, habitat, people (LT)			x		x	x	x	Leverage effect Unexpected results : new initiative, scaling-up	1. Recent political, legislative or juridical improvements as a consequence of SOS Lemurs (if any) 2. Sample of technical reports of grantees **3. Interviews with grantees**
		What knowledge or learning has been generated through the initiative and how is it being documented and shared?	Lessons learned and shared	x		x		x	x	x	Number of technical workshops Number of scientific documentation Number of species for which new information have been created	1. Technical workshops report 2. Capitalization methodology or plan (if any) 3. Scientific publication on SOS Lemurs **4. Interviews with IUCN teams** **5. Interviews with grantees**

	unintended, higher-level effects											
Sustainability	Assess whether measures are being put in place to ensure sustainability of outcomes in the longer term	What measures are being put in place to ensure benefits continue after the end of the grantees' projects? After the end of the SOS Lemurs initiative?	Reinforcement of capacities	x	x	x	x	x		x	Proportion of budget allocated to the reinforcement of local capacities Number of project which have secured a budget for the following of activities Number of project who have leveraged a bigger funding Existence of a local structure of project management	1. Initiative budget 2. Project budget 3. Sample of final technical reports **4. Interviews with grantees and observation on sites** **5. Interviews with IUCN teams** **6. Interviews with TAG**

ANNEX 5: SPECIES TARGETED

BY MEDIUM GRAND PROJECTS, REGARDING THEIR RED LIST STATUS

Genus	Species	RL	Nb
Eulemur	*Eulemur cinereiceps*	*CR*	***2***
	Eulemur flavifrons	*CR*	***2***
	Eulemur mongoz	*CR*	***2***
Hapalemur	*Hapalemur alaotrensis*	*CR*	***2***
	Hapalemur aureus	*CR*	***1***
Indri	*Indri indri*	*CR*	***13***
Lepilemur	*L.fleuretae*	*CR*	***1***
	L.jamesorum	*CR*	***3***
	L.ruficaudatus	*CR*	***2***
	L.sahamalazensis	*CR*	***2***
	L.septentrionalis	*CR*	***3***
Microcebus	*Microcebus berthae*	*CR*	***2***
	Microcebus gerpi	*CR*	***1***
Prolemur	*Prolemur simus*	*CR*	***11***
Propithecus	*P.candidus*	*CR*	***1***
	P.coronatus	*CR*	***1***
	P.diadema	*CR*	***10***
	P.perrieri	*CR*	***4***
	P.tattersalli	*CR*	***1***
Varecia	*Varecia rubra*	*CR*	***2***
	Varecia variegata editorum	*CR*	***2***
	Varecia variegata spp	*CR*	***10***
	Varecia variegata subcincta	*CR*	***1***
TOTAL		***CR***	***79***

Genus	Species	RL	Nb
Avahi	*Avahi meridionalis*	*EN*	***1***
	Avahi mooreorum	*EN*	***1***
	Avahi occidentalis	*EN*	***2***
Daubentonia	*Daubentonia madagascariensis*	*EN*	***12***
Eulemur	*Eulemur albifrons*	*EN*	***1***
	Eulemur collaris	*EN*	***1***
	Eulemur coronatus	*EN*	***6***
	Eulemur sanfordi	*EN*	***2***
Lemur	*Lemur catta*	*EN*	***5***
Lepilemur	*L. edwardsi*	*EN*	***2***
	L.otto	*EN*	***1***
	L.randrianasoloi	*EN*	***1***
	L.scottorum	*EN*	***1***
	L.seali	*EN*	***1***

Microcebus	*Microcebus mittermeieri*	*EN*	***1***
	Microcebus bogolavensis	*EN*	***2***
	Microcebus ravelobensis	*EN*	***2***
	Microcebus sambiranensis	*EN*	***3***
Mirza	*Mirza coquereli*	*EN*	***1***
	Mirza zaza	*EN*	***1***
	Phaner pallescens	EN	**1**
Propithecus	*Propithecus coquereli*	*EN*	***3***
	Propithecus deckenii	*EN*	***1***
	Propithecus verreauxi	*EN*	***3***
TOTAL		***EN***	***53***

Genus	**Species**	**RL**	**Nb**
Allocebus	*Allocebus trichotis*	*VU*	***2***
Avahi	*Avahi ramanantsoavanai*	*VU*	***1***
Cheirogaleus	*Cheirogaleus crossleyi*	*VU*	***1***
	Cheirogaleus major	*VU*	***1***
	Cheirogaleus medius	*VU*	***3***
Eulemur	*Eulemur fulvus*	*VU*	***1***
	Eulemur rubriventer	*VU*	***1***
	Eulemur rufus	*VU*	***2***
Hapalemur	*Hapalemur griseus occidentalis*	*VU*	***2***
	Hapalemur meridionalis	*VU*	***1***
	Hapalemur ranomafaniaisis	*VU*	***1***
Microcebus	*Microcebus lehilahytsara*	*VU*	***1***
	Microcebus rufus	*VU*	***1***
	Microcebus tavaratra	*VU*	***1***
Phaner	*Phaner furcifer*	*VU*	***2***
TOTAL		***VU***	***21***

Genus	**Species**	**RL**	**Nb**
Eulemur	*Eulemur rufifrons*	*NT*	***2***
Microcebus	*Microcebus griseorufus*	*LC*	***1***
	Microcebus murinus	*LC*	***2***
TOTAL		***NT/LC***	***5***

ANNEX 6 : List of documents reviewed

IUCN reference documents

- IUCN (2016) IUCN programme 2017-2020, Approved by the IUCN World Conservation Congress
- IUCN (202) Nature 2030 One Nature, One Future. IUCN Programme 2021-2024
- IUCN (2014) SOS operational manual
- Schwitzer C, Mittermeier RA, Davies N, Johnson S, Ratsimbazafy J, Razafindramanana J, Louis Jr. EE, Rajaobelina S (eds). (2013) Lemurs of Madagascar: A Strategy for Their Conservation 2013–2016. Bristol, UK: IUCN SSC Primate Specialist Group, Bristol Conservation and Science Foundation, and Conservation International. 185 pp.
- IUCN (no date) Procurement policy
- IUCN (no date) SOS communication guidelines

CFP 2017, 2018 and 2019:

- Application templates
- Applications
- Instructions for applicalts
- Instructions for reiewers
- List of projects & location
- TAG meeting: notes and reports

Field visit reports

AGA (October 2019)	Asity (December 2020)	Fanamby (October 2018)
GERP (October 2018)	GERP (July 2018)	Helpsimus (July 2018)
Ny Tanintsika (July 2019)	Planet Mada (March 2018)	Voakajy (July 2016)
Mitsinjo (November 2016)	OHDZA (August 2016)	Aspinall (June 2018)
Peregrine fund (Sept 2017)	AGA (July 2021)	Voakajy (August 2021)
OHDZA (August 2021)	Aspinal (October 2017)	

Grants reports

- Lemur action fund: 7 financial and technical reports
- Red list Workshop/finalisation: workshop report
- Valbio : 3 financial and technical reports
- Medium grants: due diligence, grant agreement, project proposal, ESMS questionnaire, periodic technical ad financial reports, communication report for all the 49 grants awarded
- SOS Lemurs Portfolio analysis (written in 2018 by S Volampeno)

Donors reports

- Technical reports (2019, 2020 and 2021)
- Financial reports (2019, 2020 and 2021)
- Covid update (Mise à jour sur les impacts de la pandémie Covid 19 sur la mise en œuvre des projets financés par SOS lemurs)

ANNEX 7 : List of persons interviewed remotely

- **Remco Van Merm**: former Grant Coordinator
- **Steig Johnson** : TAG member
- **Russel Mittermeier**: TAG member and Lemur action fund coordinator
- **Richard Jenkins** :TAG member
- **Luigi Boitani**: TAG member
- **Laure Montchamp**: Programme officer
- **Maria Tomas Da Costa** : Financial officer
- **Sylviane Volampeno**: Field coordinator
- **Patricia Wright** from Valbio
- **Delphine Roulet** from Helpsimus
- **Chris Duke** from Phoenix conservancy

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Attachment 1 – Specification of Requirements / Terms of Reference

I. Overview of the IUCN Save Our Species Lemurs Initiative (SOS Lemurs)

1. Background

When the IUCN Save Our Species initiative was launched in 2017, out of 110 species of lemurs described by science at the time, 103 were threatened with extinction according to the IUCN Red List of Threatened Species™. Currently, almost a third (31%) of all lemur species in Madagascar are Critically Endangered – just one step away from extinction – with 98% of them threatened, according to the last update of the IUCN Red List (July 2020). Funded by a Geneva-based private foundation, the SOS Lemurs initiative is a 6-year initiative (2017-2022) aligned with the recommendations and priorities for lemur conservation as presented in the document published by the IUCN/SSC Primate Specialist Group: *Lemurs of Madagascar – A strategy for their conservation 2013-2016* (the Lemur Conservation Strategy).

Ultimately, the SOS Lemurs Initiative aims to:

- ✓ Ensure key threatened lemur populations across key sites are secured;
- ✓ Empower relevant communities with skills and livelihood options to help them coexist with lemurs;
- ✓ Help local conservation actors/NGOs develop their long-term development goals through knowledge sharing and financial support.

By supporting the implementation of the IUCN Action Plan for Lemur Conservation, the initiative incorporates its specific objectives, as follows:

1. **Prevent the extinction of all lemur species within the next decade and ensure their long-term survival by reversing the current decline of populations and habitats;**
    - Stop habitat loss and degradation
    - Increase suitable lemur habitat and habitat connectivity
    - Stop illegal commercial timber exploitation of natural forests
2. **Implement immediate conservation action that directly supports sustainable development and improves livelihoods in local communities, while affirming respect for human rights;**
    - Ensure that local communities use forests in a sustainable way
    - Stop lemur hunting
    - Community-based sustainable development and capacity building around priority lemur sites
    - Develop ecotourism activities
3. **Increase and share the scientific and traditional knowledge critical for conservation;**
    - Fill knowledge gaps in population ecology and biodiversity of lemurs, and increase training of Malagasy scientists
4. **Promote lemurs as a unique natural and cultural heritage for Madagascar and worldwide;**
    - Increase environmental awareness nationally and internationally
5. **Work with donor agencies to ensure that government agencies responsible for conservation engage in more effective on-the-ground conservation action.**

2. Components

The overall structure of the SOS Lemurs initiative is as follows:

Component 1	Project funding – Activities on the ground
1.1	Grants from Calls for Proposals
1.2	ValBio Infrastructure Project
1.3	Lemur Conservation Action Fund

1.4	Red List Assessment Workshop
Component 2	**Overheads**
Component 3	**Staff Costs - Coordination and communication**

Through the SOS Lemurs initiative, IUCN Save Our Species issued **3 Calls for Proposals (CFP)**, resulting in **49 grants to Civil Society Organisations**:

- **CFP 1 (2017): 18 projects;**
- **CFP 2 (2018): 15 projects;**
- **CFP 3 (2019): 16 projects.**

Following each call for proposals, projects were reviewed and evaluated by a Technical Advisory Group composed of conservation experts.
Additionally, **3 projects** were selected for funding outside the framework of the Calls for Proposals, through separate budget lines.

In total, **52 projects were funded through the SOS Lemurs Initiative**, ranging in size from CHF 25,000 to CHF 750,000.

Twenty-eight (28) organisations composed of 13 Malagasy organisations and 15 international organisations have benefited from funding. The initiative is working in 67% of the priority sites for lemur conservation (23 sites out of 34) identified in the Lemur Conservation Strategy. The majority of the projects are located within the eastern and north-eastern humid forests of Madagascar. Fifty-six (56) threatened lemur species and sub-species are targeted, which covers 50% of all lemur species currently described by science.

The main lemur-related activities carried out by the projects include reforestation, building protected area infrastructure, species monitoring, training, restoring habitats and engaging with local communities, and reducing the threat of illegal logging, slash-and-burn agriculture, and lemur hunting. Many activities seek to engage the local communities who are empowered with skills and livelihood options to help them coexist with lemurs and support their conservation – alternative livelihoods activities include fish farming, bee keeping, small livestock husbandry (poultry), vegetable growing, rice growing. Most projects include elements of awareness raising.

A table of all projects funded through the SOS Lemurs Initiative is included in Annex 1.

The following special projects were funded outside the regular calls for proposals. Selection of these projects was done during the development of the SOS Lemurs initiative, in consultation with the donor. The infrastructure project, in particular, was included as a result of the donor's visit to Valbio research station during the inception of the initiative.

i. ValBio Infrastructure Project

Located in the species-rich Ranomafana National Park, the Centre Valbio research station was established to provide Malagasy students an opportunity to study lemurs within Madagascar, adjacent to the rainforests where they live. The research station was expanded in 2003, to accommodate the increase in research, and since 2012 it is the only modern research station of its kind in Madagascar, with the addition of laboratories to accomplish genetic research as well as infectious disease research and parasitology. Nonetheless, the Centre Valbio research station lacked proper curation of the data it collects and the voucher specimens needed to understand these data, as a herbarium, insect collections, and skeletal collections.

With funding from SOS Lemurs, a new building was constructed to house these collections, the database, and to provide offices for research scientists to work on data analysis and publications. It is expected that this building will nearly double the research productivity of this region. In addition, the new building will be used to educate local communities and schoolchildren throughout Madagascar about lemurs. The goal of this expansion is to

enable the international Centre Valbio research station to better meet the needs of current and future lemur and other biodiversity research and conservation goals.

ii. Lemur Conservation Action Fund

The Lemur Conservation Action Fund, managed by re:wild (formerly Global Wildlife Conservation), focuses on supporting projects that have one or more of the following characteristics:

- surveys, monitoring (populations and threats), and behavioural and ecological research that can inform conservation measures and management procedures;
- Critically Endangered and Endangered lemurs in their natural habitats;
- a focus on priority areas identified in the 2012 action plan (Schwitzer *et al*., 2013);
- a focus on protected areas important for threatened lemurs, and especially AZE (Alliance for Zero Extinction) sites for lemurs;
- direction and management by Malagasy nationals to help increase local capacity for implementing biodiversity conservation;
- strengthening international networks of field-based primate specialists and enhancing their capacity to be successful conservationists;
- projects that focus on issues concerning threats—surveys and monitoring, and research to understand their effects, and strategies for mitigation and elimination;
- publication of information on the conservation of lemurs and their habitats, especially the annual *Lemur News* journal of the IUCN SSC Primate Specialist Group; and
- conservation management, including tools such as captive breeding, reintroduction and translocation.

As a small grants programme, the Lemur Conservation Action Fund provides grants of up to 5,000 USD, targeting objectives of a more restricted scope and duration than the larger SOS Lemurs grants. As such, these small grants provide complementary agility and flexibility to longer-term and larger-scale projects.
In total, through the Lemur Conservation Action Fund, 50 small grants were awarded over the duration of the project,

iii. Lemur Red List Assessment Workshop

A five-day workshop was organized in Antananarivo in 2018, by the IUCN SSC Primate Specialist Group's Madagascar Section. During this workshop, all 111 lemur taxa described by science at the time, were re-assessed, including the eight taxa that had not been previously evaluated. Categories and criteria were agreed by all the experts and the framework was set up for the written assessments to be updated in the near future. All the maps for the distribution ranges of the taxa were also updated in the workshop.

In addition to the red-listing, the experts used conservation prioritisation tools to assess the new priority sites for the new IUCN lemur conservation strategy. Lead authors were established for these sites, and the overall threats and actions were discussed.

Subsequent to the workshop, a press release (https://www.rewild.org/press/breaking-95-percent-of-worlds-lemur-species-on-edge-of-extinction) was prepared jointly by the IUCN SSC Primate Specialist Group, Global Wildlife Conservation and Bristol Zoological Society and released to media outlets worldwide through the GWC, IUCN and BZS press offices. This led to a global media response, highlighting the threats to lemurs and the work of the PSG.

3. Management and administration

The IUCN Save Our Species Secretariat based in IUCN Headquarters in Gland (Switzerland) manages the SOS Lemurs initiative. The team is responsible for the implementation of the SOS mission, including its further development, as well as the day-to-day and operational management of the portfolio and communications support.

As IUCN does not have offices in Madagascar, the SOS Secretariat is supported in the day-to-day monitoring of grants by an external consultant based in Antananarivo. The role of the consultant is to ensure regular contact with the grantees to monitor the implementation of grants, to provide support to grantees where needed, in particular in terms of navigating the administrative processes, and to conduct field supervision missions. The consultant also assures the first level of checks on technical reports submitted by grantees, before they are validated by the Species Conservation Grants Coordinator in IUCN HQ. The consultant reports to a HQ-based Programme Officer, who, in turn, reports to the Species Conservation Grants Coordinator.

All documents relative to the initiative are centrally stored at IUCN Headquarters in Gland, Switzerland. Documents relative to individual projects are stored by the respective grantees at their offices in Madagascar, either in Antananarivo or at their field offices.

4. Budget and duration

Financed by a Geneva-based Private Foundation, the SOS Lemurs initiative was established in 2017 and given a five to six-year mandate. **The total budget of the initiative amounts to CHF 7,687,500 for six years of implementation (2017 – 2022), with almost CHF 6,2 million dedicated to project funding (grants).**

In regards to individual budget and duration of projects funded through the initiative, this information is provided in Annex 1.

II. Purpose of the evaluation

This evaluation work has been requested by the donor to assess the feasibility of extending the initiative with a second phase.

The purpose of the evaluation is to assess the relevance, effectiveness, efficiency, impact and sustainability of the initiative's project portfolio, including its contribution to capacity building. The conclusion and recommendations will contribute to a learning process which will enable IUCN Save Our Species and the donor to draw lessons in order to guide the decision-making process and improve the design and implementation of a second phase, and other SOS related initiatives.

To that end, the specific objectives of the evaluation are to:

1. Assess the **relevance** and strategic appropriateness of the SOS Lemurs initiative approach to the problems initially identified, i.e the challenges and constraints faced by grantees, local beneficiaries and lemurs/lemur conservation in the project areas, as well as the relevance of the projects funded in relation to local priorities, to situational changes within Madagascar and to the initiative's priorities as a whole;
2. Assess the **coherence** of the resources (human, financial, material) mobilised in relation to the initiative's objectives and the needs of beneficiaries;
3. Assess the **effectiveness** of the SOS Lemurs initiative and its project portfolio in achieving projects outcomes and analyse key underlying risks, assumptions and constraints which have affected, or may affect, intended outcomes and impacts;
4. Assess the **efficiency** of the institutional set-up and the initiative´s *modus operandi* in terms of its influence on achieving project outcomes and on putting conditions in place to ensure impacts;
5. Analyse the first signs of actual and/or likely **impacts** of the initiative, i.e. the extent to which the initiative has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects, and whether project interventions can be expected to significantly contribute towards addressing the challenges identified *ex-ante* in the longer term;
6. Assess whether measures are being put in place to ensure **sustainability** of outcomes in the longer term.

III. Evaluation questions

The aim is to carry out a two-level evaluation with a series of questions at the initiative level (SOS Lemurs) and a series of questions relating to projects and beneficiaries. These considerations will then make it possible to i) review the overall programme and the level of achievement of the original objectives, with particular attention to the positive impacts, and any indirect effects that may have compromised its achievements, ii) analyse the achievements and limitations of the initiative in terms of management, capacity building and capitalisation, and iii) identify key lessons, and define recommendations that can contribute to the improvement of the initiative and the overall Save Our Species programme.

A draft evaluation matrix is provided in Annex 2 including a set of criteria, questions and sub-questions, which shall allow assessing the achievement of the initiative. The questions listed are to be conceived as guiding questions only and the evaluation team is not limited to them. The refining and further elaboration of the questions should be done by the evaluation team at the stage of the inception phase.

In additions to the questions set-out in the draft evaluation matrix, the evaluator(s)'s work will aim to respond to the following set of questions:

- **At the level of the SOS Lemurs initiative:**
  - ✓ What was the impact of the initiative in terms of lemur conservation in project areas (evidence of change in status of lemurs, their habitats, or the pressures/ challenges they face; plus a reduction of pressure from those for whom cohabitation with lemurs is the aim?
  - ✓ Was the initiative managed effectively and efficiently?
  - ✓ What lessons can be drawn from the operation of the calls for proposals (number of applications received, review and approval timeline, duration of the calls for proposals, beneficiaries, etc.)?
  - ✓ Is the number of projects supported reasonable given the day-to-day monitoring capacities of the initiative?
  - ✓ Is the institutional set-up of the SOS Lemurs initiative (HQ centralised coordination, local consultant) adapted? Is the SOS Lemurs initiative perceived by the beneficiaries as a programme that is "close"/available to them?
  - ✓ Does the initiative allow for capitalisation on project results?
  - ✓ Was the initiative able to adapt effectively and appropriately to the constraints of COVID-19, and to other disruptors such as political uncertainties?
  - ✓ What was the added value of the SOS Lemurs initiative in relation to the corpus of multi-country programmes and funds for conservation operating in Madagascar?

- **At the level of the projects and Civil Society Organisations** (achievement of results in relation to proposals defined in the grant agreements /capacity building).
  - ✓ Are the qualitative and quantitative objectives of the projects funded by the SOS Lemurs initiative, as defined in the grant agreements, achieved?
  - ✓ What measures are taken by the associations and their partners to ensure the sustainability of their projects' achievements?
  - ✓ Compared to the beginning of the initiative, have there been tangible improvements for projects in terms of project management and design, but also in terms of the leverage effect that the programme has had on grantees to obtain external funding?
  - ✓ Do the modalities of support to CSOs (duration and amount of funding, technical support) correspond to the needs/expectations of the CSOs?
  - ✓ Has the initiative provided an adequate response to beneficiaries regarding their constraints related to COVID-19?

IV. Intended uses and users

This final evaluation is commissioned by the donor (a Geneva-based Private Foundation).

The main users and uses of the evaluation are expected to be:

- The donor of the initiative, to assess the feasibility of a second phase of the SOS Lemurs initiative and to identify the scope and details of a new phase;
- IUCN and SOS management to adjust its efforts in grant making and supporting the delivery of conservation action, outcomes and impacts;
- The IUCN Lemur Specialist Group to take note of the outcomes and lessons learned and incorporate these into the proposed revised Lemur Conservation Strategy;
- Individual grantees to share lessons learned and contribute to the definition of programme level objectives for a new phase of SOS Lemurs.

V. Evaluation methodology

This evaluation will be carried out in conformity with the IUCN Monitoring and Evaluation Policy (2015)[1], which sets out IUCN's institutional commitment to evaluation, and the criteria and standards for the evaluation of its projects, programmes and organizational units. IUCN's evaluation standards and criteria are based on the widely accepted OECD DAC Evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability.

The evaluator(s) is/are expected to develop an evaluation framework based on the suggested key evaluation questions above but may suggest additional questions or modifications. The inception report will be prepared as the first deliverable of the evaluation and will include an evaluation matrix[2] presenting how the key issues will be addressed, the data sources and the data collection methods that will be used for the evaluation and a set of criteria to rate the strength of the evidence collected. Adequately addressing the key evaluation questions will be the basis for IUCN to sign off on the completeness of the evaluation report.

All data collection tools are to be included as annexes to the final evaluation report. The link between evaluation questions, data collection, analysis, findings and conclusions must be clearly made and set out in a transparent manner in the presentation of the evaluation findings. Conclusion and recommendations should be underpinned by a strong set of evidences.

The evaluation will seek the views of the range of stakeholders who have been engaged in the process to date. This evaluation work will be conducted in the particular global context of the COVID-19 health crisis. The proposal for the execution of this evaluation will therefore need to consider the potential constraints that could be encountered in case of travel restrictions.

The evaluator(s) is/are expected to use mixed methods, including:

- Desk review of relevant documentation from the initiative[3] and from a sample of projects funded;
- Interviews of key stakeholders[4] (contacts to be provided at inception);
- Field visit to Madagascar[5]. Interventions at the national level are to include interviews with key stakeholders, and can be done via call or video call or in person if possible. There would ideally be two (2) parts to the field visit: one part to visit a selection of projects on location in different regions of Madagascar, and a second part in Antananarivo, combined with a lessons learned workshop (separately funded) that brings together grantees to share experiences and make recommendations for the future of SOS Lemurs.

[1] https://www.iucn.org/sites/dev/files/content/documents/the_iucn_monitoring_and_evaluation_policy_2015.pdf
[2] See Annex 2 for draft evaluation matrix
[3] See indicative list in Annex 4
[4] See indicative list in Annex 3
[5] This might change depending on the COVID-19 situation

- Other methods may be proposed as needed and as the project evaluator's time and evaluation resources allow, these can be the alternative methods especially if no country visit can take place, e.g. surveys or virtual focus groups, keeping in mind the global COVID-19 situation may impact these.

VI. Conditions and timeline

1. Terms and conditions

To carry out the required services, one or more expert(s) are foreseen for a combined **maximum of 35 man-days.**

The current context related to the COVID-19 pandemic requires imagining remote solutions with travel reduced to a strict minimum. Interviews can be conducted in person or remotely, in particular with a sample of SOS Lemurs beneficiaries.

Given the uncertain COVID situation, applicants are asked to explicitly **propose two scenarios with associated methodologies**: one that includes field visits, and a backup scenario in case travel to Madagascar is not feasible due to the prevailing sanitary conditions.
The choice of sites to be visited for the field mission / stakeholders to interview will be defined with IUCN HQ guidance at a later stage, when the inception report is drafted. In this respect, a meeting to launch the service will be held beforehand with IUCN Save Our Species.

Two meetings (in person or by videoconference) are planned throughout the duration of the service:
- A scoping meeting at the start of the evaluation;
- A meeting to present the final evaluation report;

2. Schedule and deliverables

The evaluation work will run from end of March to beginning of June 2022 with final deliverables, after work is completed, in June 2022. The expected outputs are:

Deliverable 1	An **inception report** specifying the approach of the evaluation, including refined key evaluation questions, completed evaluation matrix; approach to sampling projects for potential field visits and stakeholders to interview, work plan and schedule
Deliverable 2	A **draft evaluation report**;
Deliverable 3	A **final evaluation report**, plus annexes;
Deliverable 4	A **3-page summary** of key findings, lessons, challenges, recommendations and messages from the evaluation report, that can be disseminated to the wider public for general information on the initiative's results and performance to date;
Deliverable 5	A presentation of the final evaluation report at a meeting (virtual or online / date to be confirmed) should be provided along with a **power-point presentation** of the final findings and recommendations.

The evaluation report is expected to follow the format below:
A. Title page including project identification details
B. Executive Summary (including at a minimum the methodology, findings and recommendations)
C. Table of Contents
D. List of Abbreviations and Acronyms
E. A short introduction to project/programme – context and description

F. Purpose of the Evaluation
G. Evaluation Issues and Questions
H. Methodology (including approach to data analysis)
I. Findings - organised according to the key evaluation questions
J. Conclusions and lessons learned
K. Recommendations – actionable recommendations clearly linked to findings and lessons
L. Appendices

Appendices must include: Evaluation terms of reference; Data collection instruments; Evaluation schedule/timetable (including field visits, if any); List of people met/interviewed; Documents consulted.

Milestone / deliverables	Indicative completion date
Recruitment of Evaluation consultant	17th March 2022
Start date and evaluator appointed	24th March 2022
Inception report including final evaluation matrix (Deliverable 1)	8th April 2022
IUCN comments on inception report	14th April 2022
Draft report (Deliverable 2)	7th June 2022
IUCN comments on draft report	14th June 2022
Final Report, three-page summary and presentation (Deliverables 3,4,5)	28th June 2022

VII. Desired qualifications of the Evaluator(s)

IUCN requires a person or a small team of evaluators with the following experience:

- A post-graduate degree in biological, social or management sciences with an emphasis on community based natural resource management and landscape-scale conservation programmes;
- Experience with evaluation of grant making programmes and conservation programmes;
- A minimum of 10 years of experience working in the field of evaluation and a proven track record of evaluation work in conservation and development (writing sample to be provided);
- At least 10 years of experience in conservation or development in the field. Experience working in Madagascar is an asset;
- Ability to work with limited supervision;
- Fluency in French and English. Knowledge of Malagasy language is not required;
- In view of potential restrictions on international travel resulting from COVID-19, presence of one member of the evaluation team in Madagascar is an asset.

VIII. Budget

A maximum budget of CHF 55’000 is available for this evaluation, for consultancy, travel for field visits and travel to IUCN HQ.

In view of the current pandemic context, the service provider is asked to give priority to video-conferencing for interviews with stakeholders.

The financial proposal must include **a first scenario** with 1 field mission to Madagascar and **a second scenario** without any field mission.

Annex 1. Summary of the projects funded through the SOS Lemurs Initiative

Project code	Grantee	Title	Location	Start date	End date	Extension date	Status (as of 01/01/2022)	SOS Grant amount (in CHF)
2017A-087	The Aspinall Foundation	Improve lemur's habitat suitability by re-connecting forest patches and prevent habitat loss due to fire	Corridor Ankeniheny-Zahamena, Eastern Madagascar	29-Aug-17	31-Aug-18		**Closed**	**37,810**
2017A-088	AFSGH/Helpsimus	Programme bamboo lémur	South-east of Madagascar the rural commune of Tsaratanana, Fianarantsoa province.	13-Sep-17	31-Aug-20		**Closed**	**25,000**
2017A-089	GERP	Conserving lemurs in the Manombo Special Reserve by protecting their forest habitat and improving human well-being	Manombo special Reserve / South-eastern Madagascar	28-Sep-17	31-Aug-19		**Closed**	**66,610**
2017A-090	GERP	Sauver les Lémuriens de l'Aire Protégée Maromizaha par l'intégration et l'adhésion des communautés locales au projet de gestion durable des ressources naturelles	Maromizaha Protected Area	01-Oct-17	31-Mar-19		**Closed**	**74,850**
2017A-091	Alliance Voahary Gasy	Law Application against Lemurs' Illegal Trafficking	Diana region / Northern Madagascar	25-Sep-17	30-Sep-18	31-Dec-18	**Closed**	**49,970**
2017A-092	Planet Madagascar	Conserving endangered lemur species and their fragile ecosystem through community-based forest restoration in Ankarafantsika National Park, North-West Madagascar	Ankarafantsika National Park & North-western Madagascar	16-Oct-17	31-Oct-19	31-Dec-19	**Closed**	**99,910**
2017A-093	Madagascar Fauna and Flora Group	Pro-active reduction of bushmeat collection and wild-wood harvest to protect the lemurs of Betampona and support local community development	East coast of Madagascar / Betampona Strict Nature Reserve	19-Oct-17	31-Oct-20	30-Apr-21	**Closed**	**40,230**
2017A-094	OHDZA	Improving reforestation and community livelihoods for the conservation of the Critically Endangered northern sportive lemur at Montagne des Français	Montagne des Français / North-east Madagascar	27-Oct-17	31-Oct-19	14-Dec-19	**Closed**	**145,040**
2017A-095	OHDZA	Advancing education, reforestation, and local capacity for forest and wildlife protection in Kianjavato, Madagascar	Eastern part of Madagascar / Kianjavato	27-Oct-17	31-Oct-20	30-Nov-20	**Closed**	**296,080**
2017A-096	The Aspinall Foundation	Community-based conservation of Greater bamboo lemur, Black-and-white ruffed lemur, Indri, Diademed sifaka and other threatened lemurs in and around the Andriantantely lowland rainforest, eastern Madagascar	Andriantantely lowland rainforest, Eastern Madagascar	18-Oct-17	30-Apr-19	30-Jun-19	**Closed**	**49,745**

2017A-097	Bristol Zoo	Growing links for lemurs: towards an effective reforestation of Sahamalaza-Iles Radama National Park	Sahamalaza-Iles Radama National Park (SIRNP) / North-western Madagascar	30-Oct-17	31-Oct-20	30-Apr-21	**Closed**	**97,500**
2017A-098	The Peregrine Fund	Renforcer la conservation des Lémuriens de Tsimembo Manambolomaty et de Mandrozo dans l'Ouest de Madagascar, Région Melaky	New protected areas of Tsimembo Manambolomaty and Mondrozo in the western part of Madagascar.	23-Oct-17	31-Oct-20		**Closed**	**97,120**
2017A-099	Association Fanamby	Empowering local community in lemurs conservation within Anjozorobe Angavo protected area	Anjozorobe-Angavo protected area / Eastern Madagascar	02-Nov-17	31-Oct-20		**Closed**	**200,000**
2017A-100	OHDZA	Integrating community programs to promote ringed-tailed lemur biodiversity in the Mahafaly Plateau, Southwestern Madagascar	Southern coast and includes the Mahafaly plateau	01-Feb-18	28-Feb-21	31-Aug-21	**Closed**	**143,365**
2017A-101	Association Fanamby	Empowering local communities in lemur conservation within Andrafiamena-Andavakoera Protected Area	Andrafiamena-Andavakoera protected area / North-eastern Madagascar	14-Nov-17	31-Oct-20		**Closed**	**200,000**
2017A-102	Conservation International	Save Critically Endangered lemurs through joint actions of community-school-scientists in the Corridor Ankeniheny-Zahamena	The Corridor Ankeniheny Zahamena (CAZ) / Eastern Madagascar	01-Dec-17	30-Nov-19	31-Dec-20	**Closed**	**187,460**
2017A-103	WCS	Improving the conservation status of three Critically Endangered lemurs, the Red Ruffed Lemur (Varecia rubra), the White-belted Ruffed Lemur (Varecia variegata subcincta) and the Indri (Indri indri), in Makira Natural Park	Makira Natural Park / North-eastern Madagascar	30-Oct-17	31-Oct-19		**Closed**	**99,570**
2017A-132	AGA	Renforcement des capacités de la communauté locale pour la sauvegarde des lémuriens	Mahatsara Village Park, in the Commune of Andasibe, near the Andasibe National Park / Central-eastern part of Madagascar	20-Jul-19	20-Jul-22		Ongoing	**100,000**
ValBio	Stony Brook Foundation	Save Our Species (SOS) Biodiversity/Lemur Research Complex	Ranomafana National Park / South-eastern Madagascar	14-Nov-17	31-Aug-19	30-Sep-20	**Closed**	**750,000**
Lemur Action Fund	Re:Wild	Lemur Conservation Action Fund	/	02-Nov-17	30-Sep-18	30-Jun-21	In process of closure	**213,612**
Red List Workshop	Bristol Zoo		/	16-Jun-17	28-Feb-18	31-May-18	**Closed**	49,999
2018A-108	Ny Tanintsika	Communty-based action for sustainable lemur conservation in the COFAV	the Corridor Fandriana-Vondrozo (COFAV), a rainforest in the south-east of Madagascar.	12-Dec-18	11-Dec-21		Ongoing	**128,057**

2018A-110	GERP	Improving the conservation status of lemur species in Manombo Special Reserve through participatory ecological research, community economic development, conservation education, and habitat restoration	The Special Reserve of Manombo is located in the southeast of Madagascar	26-Nov-18	25-Nov-21	25-Apr-22	Ongoing	**49,908**
2018A-111	Missouri Botanical Garden	Securing lemur populations at the Analavelona Sacred Forest NPA	Analavelona Sacred Forest is situated in south-western Madagascar	01-Dec-18	30-Nov-20		**Closed**	**49,750**
2018A-112	Madagasikara Voakajy	Saving the lemurs of Mangabe and their habitats: a youth-led initiative	New Protected Area Mangabe in east-central Madagascar	18-Dec-18	17-Dec-21		Ongoing	**167,086**
2018A-113	OHDZA	Advancement of education and reforestation capacity and local resource availability through infrastructural renovations leverages forest and wildlife protection in Kianjavato	Eastern part of Madagascar / Kianjavato	01-Jan-19	31-Dec-19		**Closed**	**99,000**
2018A-114	AFSGH/Helpsimus	Programme bamboo lemur	South-east of Madagascar the rural commune of Tsaratanana, Fianarantsoa province	27-Dec-18	26-Dec-21		Ongoing	**38,500**
2018A-117	CAS - Madagascar	An evidence-based approach to reducing the illegal hunting of Threatened lemurs on the Masoala Peninsula of Madagascar	Masoala Peninsula / North-eastern part of Madagascar	01-Jan-19	31-Dec-21		Ongoing	**151,074**
2018A-118	The Peregrine Fund	Renforcer la sauvegarde des espèces de lémuriens menacées d'extinction des Nouvelles Aires Protégées Bemanevika et Mahimborondro à Bealanana	New protected area Bemanevika & Mahimborondro Protected Area in the Sambirano forest massif in the Tsaratanana Corridor, which extends from Marojejy National Park and the Anjanaharibe-Sud Special Reserve	20-Dec-18	19-Dec-21		Ongoing	**149,000**
2018A-120	Aboretum d'Antsokay	Community-based lemurs monitoring and conservation in Tsimanampesotse and Amoron'i Onilahy Protected areas, reducing demand for live-captured lemurs	Protected areas of Tsimanamesotse and Amoron'i Onilahy / southern part of Madagascar	16-Jan-19	15-Jan-21	30-Jun-21	**Closed**	**69,802**
2018A-121	DWCT	Sustaining marshes for the Alaotran Gentle Lemur; ensuring protection of critical habitat within a dynamic and challenging natural and socio-economic environment	Lake Alaotra Protected Area Alaotra-Mangoro region, Ambatondrazaka and Amparafaravola districts.	22-Jan-19	21-Jan-21		**Closed**	**99,963**
2018A-122	WWF - Madagascar	Le Simpona (Propithecus candidus), sa survie assurée par les communautés locales et devient l'emblème de leurs villages	Northern zone of the Northern Highlands Landscape (one of WWF Madagascar's priority landscapes) in part of the COMATSA South protected area and part of the COMATSA North protected area	17-Jan-19	16-Jul-20	30-Sep-20	**Closed**	**99,000**

2018A-123	Association Fanamby	Protect Microcebus berthae habitat within the protected area of Menabe Antimena	Menabe Antimena is located in the south-west of Madagascar	04-Feb-19	03-Feb-21		**Closed**	**100,000**
2018A-124	Asity Madagascar	Saving the little-known lemurs of the Madagascar southern-most rain forest: empowering communities in Tsitongambarika, Fort Dauphin	South-eastern part of Madagascar, in the New Protected Area of Tsitongambarika	11-Feb-19	10-Feb-21	30-Sep-21	Ongoing	**99,955**
2018A-125	Association Fanamby	Save endangered lemur species in Loky Manambato new protected area through local community involvement	Loky Manambato is located in the south-western part of Madagascar	04-Feb-19	03-Feb-22		Ongoing	**149,906**
2018A-126	The Aspinall Foundation	Community empowerment for the conservation of threatened lemur species within the CAZ west	western part of the Ankeniheny-Zahamena corridor (CAZ), in the eastern forests of Madagascar.	05-Feb-19	04-Feb-22		Ongoing	**99,118**
2020A-132	Lemur Conservation Network	Buidling communication and outreach capacity for Malagasy organizations to grow local knowledge and support for lemur conservation in Madagascar	/	03-Mar-20	02-Mar-22		Ongoing	**91,184**
2020A-133	Naturevolution Madagascar	Protection des habitats et conservation de la biodiversité du massif Makay par : suivi écologique et restauration écologique des habitats des lémuriens, puis lancement de patrouille de vigilance villageois et finalement développement de l'écotourisme, une alternative directe en faveur de la communauté locale dans le pourtour de la nouvelle aire protégée	South-western part of Madagascar.	04-Mar-20	03-Apr-22		Ongoing	**70,003**
2020A-134	Missouri Botanical Garden	Mobilizing local youth to conserve Eulemur cinereiceps at the Ankarabolava-Agnakatrika Forest, Madagascar	Ankarabolava-Agnakatrika Forest, south-eastern Madagascar	03-Mar-20	02-Mar-22		Ongoing	**50,067**
2020A-135	The Aspinall Foundation	Community-based conservation of Greater bamboo lemur, Black-and-white ruffed lemur, Indri, Diademed sifaka and other threatened lemurs in and around the Andriantantely lowland rainforest, eastern Madagascar	Andriantantely lowland rainforest, eastern Madagascar	27-Mar-20	26 Mar-22		Ongoing	**96,425**
2020A-136	L'homme et l'Environnement	Securing Critically Endangered lemurs at Vohimana Reserve, through sound ground protection (joint patrols), corridor reforestation, scientific research and consolidation of sustainable economic alternatives (agroforestry and ecotourism)	Vohimana Reserve / Central-eastern part of Madagascar	10-Mar-20	09-Mar-22		Ongoing	**65,000**
2020A-137	OHDZA	Leveraging lemur diversity at Torotorofotsy, Madagascar, to improve forest connectivity,	Torotorofotsy is located in the central-eastern part of Madagascar	13-Feb-20	12-Feb-22		Ongoing	**125,003**

		counter degradation and develop sustainable ecotourism practices						
2020A-138	OHDZA	Expanding reforestation and community livelihoods for the conservation of the Critically Endangered northern sportive lemur at Montagne des Français	Montagne des Français / North-east Madagascar	01-Mar-20	28-Feb-22		Ongoing	**139,328**
2020A-139	Conservation International	Scaling up and strengthening joint actions by communities, schools, and scientists to save critically endangered lemurs in the Corridor Ankeniheny-Zahamena	The Corridor Ankeniheny Zahamena (CAZ) / Eastern Madagascar.	02-Jun-20	01-Jun-22		Ongoing	**126,500**
2020A-140	Planet Madagascar	Working with Communities to Conserve Endangered Lemurs through Forest Protection, Forest Restoration, and Conservation Science in Ankarafantsika National Park, NW Madagascar	The project site is located in the Ankarafantsika National Park / North-western Madagascar	19-Mar-20	18-Mar-22		Ongoing	**99,998**
2020A-141	The Aspinall Foundation	Improving the conservation status of mongoose lemur, crowned sifaka, and red brown lemur in the western dry forests of Maevatanana — Ambato-Boeny (MAB), Madagascar	Western Madagascar, in the dry forest of Maevatanana and Ambato-Boeny.	27-Feb-20	26-Feb-22		Ongoing	**99,999**
2020A-142	Association Fanamby	Pérennisation des actions de conservation des Lémuriens au sein de l'Aire protégée Anjozorobe Angavo	Anjozorobe-Angavo protected area / Eastern Madagascar	01-Nov-20	31-Oct-22		Ongoing	**150,000**
2020A-143	Association Fanamby	Empowering local community in lemur conservation within Andrafiamena-Andavakoera Protected Area	Andrafiamena-Andavakoera protected area / North-eastern Madagascar	01-Nov-20	31-Oct-22		Ongoing	**153,998**
2020A-144	The Phoenix Conservancy	Emergency fire protection and restoration of Madagascar's lost forest of Ivohiboro	Ivohiboro / Central-south Madagascar	08-Jun-20	07-Jun-22		Ongoing	**47,666**
2020A-145	The Peregrine Fund	Renforcer la conservation des Lémuriens de Tsimembo Manambolomaty et de Mandrozo dans l'Ouest de Madagascar, Région Melaky	New protected areas of Tsimembo Manambolomaty and Mondrozo / Western Madagascar.	01-Nov-20	31-Oct-22		Ongoing	**42,200**
2020A-146	Fikambanana Bongolava Maintso	Sécurisation des populations d'espèces de lémuriens dans l'aire protégée corridor forestier Bongolava	Bongolava forest	11-Mar-20	10-Mar-22		Ongoing	**50,556**
2020A-147	Alliance Voahary Gasy & GERP	Projet d'amélioration du cadre de conservation des Lémuriens à Madagascar	Northern part of Madagascar / Diana region	01-Jul-20	30-Jun-21	30-Oct-21	Ongoing	**71,618**

Annex 2. Draft Evaluation matrix - for refinement

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	SUBQUESTIONS – for refinement in evaluation inception phase	INDICATORS To be defined	DATA SOURCES / METHODS
Relevance	1. Assess the **relevance** and appropriateness of the SOS Lemurs initiative approach to the challenges and constraints faced by grantees, local beneficiaries and lemurs/lemur conservation in the project areas.	• To what extent is the SOS Lemurs initiative, and its conservation and development objectives, in line with the Objectives and Actions and the site-based Action Plans of the document *Lemurs of Madagascar: A Strategy for their Conservation 2012-2016* published by IUCN SSC Primate Specialist Group, Bristol Conservation and Science Foundation, and Conservation International? • To what extent is the SOS Lemurs initiative aligned with the IUCN Programme 2017-2020? And to the IUCN Programme 2021-2024 (i.e. what changes are needed to ensure it remains relevant)? • To what extent is the SOS Lemurs initiative aligned to the Save Our Species programme 3 pillar approach of Species, Habitat and People? • To what extent do the project logframes align to the initiative's objectives? • To what extent are the projects responsive to national and local lemur conservation priorities and the needs of local beneficiaries (including women, indigenous groups and under-privileged groups)? To what extent are the required budget proportions relevant? • To what extent are the projects designed in such a way as to be able to address the underlying core problems regarding lemur conservation?	1. 2. 3.	Interviews Document review
Coherence	2. Assess the **coherence** of the resources (human, financial, material) mobilised in relation to the initiative's objective and the needs of beneficiaries;	• Was the overall budget of the initiative / of the projects adequate? • Was the initiative adequately designed to provide the level of support required by the beneficiaries? • Was Is the number of projects supported reasonable given the day-to-day monitoring capacities of the initiative?	1. 2. 3.	
Effectiveness	3. Assess the **effectiveness** of the SOS Lemurs initiative and its project portfolio in achieving projects outcomes and analyse key underlying risks, assumptions and constraints which have affected, or may affect, intended outcomes and impacts.	• Is the initiative being implemented as expected? Are the projects being implemented as expected? Are there elements of the initiative that need to be redesigned? • What progress towards conservation outcomes has been observed? • What progress towards livelihoods and development outcomes has been observed? • What underlying risks, assumptions and constraints have affected, or may affect, outcomes? • To what extent do project activities address the key conservation threats and ultimately fulfil the programmatic objectives of the	1. 2. 3.	Interviews Document review (Survey data, if survey used)

		SOS Lemurs initiative? (list of activity types to be provided by IUCN Save Our Species). • To what extent have the actions under the projects' Environmental and Social Monitoring Plans (ESMP) been implemented? What tracking is in place to monitor the outcomes of these?		
Efficiency	4. Assess the **efficiency** of the institutional set-up and the initiatives´s *modus operandi* in terms of its influence on achieving project outcomes and on putting conditions in place to ensure impacts. .	• To what extent are the projects / the initiative delivering intended outputs on time? What factors contribute to this? • What is IUCN's added value in the role it plays in the SOS Lemurs initiative? • To what extent does IUCN as an implementing agency offer good value for money as compared to other conservation grant-makers? What operational aspects of IUCN (support from Save Our Species Secretariat, operational protocols, institutional set-up, fee structures) contribute to this? ○ Compare to other grant-makers within and outside IUCN and identify lessons to be shared. • Effectiveness of monitoring and learning: ○ To what extent does the initiative's M&E system including supervision missions allow for validation of monitoring findings? ○ How is the information generated from monitoring being used for adaptive management at project and at initiative level? ○ What mechanisms are in place to learn from the work? How is learning being documented? • How effective is the initiative's level governance? Review the set-up and functioning of the Technical Advisory Committee.	1. 2. 3.	Review of budgets, logframes Comparison to other grant-making schemes
Impact	5. Analyse the first signs of actual and/or likely **impacts** of the initiative, i.e. the extent to which the initiative has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects	• What was the impact of the initiative in terms of lemur conservation in project areas? • What knowledge or learning has been generated through the initiative and how is it being documented and shared?	1. 2. 3.	
Sustainability	6. Assess whether measures are being put in place to ensure **sustainability** of outcomes in the longer term	• What measures are being put in place to ensure benefits continue after the end of the grantees' projects? After the end of the SOS Lemurs initiative?	1. 2. 3.	

Annex 3. INDICATIVE LIST OF DOCUMENTS TO BE PROVIDED

The list of documents will include, but may not be limited to:

The Save Our Species Programme

- M&E framework

The SOS Lemurs initiative:

- *Lemurs of Madagascar – A strategy for their conservation 2013-2016* (the Lemur Conservation Strategy).
- Internal IUCN Project proposal documents
- Donor Commitment Letter (noting confidentiality of the same);
- Documents relative to calls for proposals;
- Yearly technical and financial progress reports;
- Communication materials developed;
- Contracts

Projects funded through SOS Lemurs:

- Grant Agreements and amendments;
- Technical and financial progress reports and final reports;
- Field supervision mission reports:
- Various deliverables;

Annex 4. INDICATIVE LIST OF STAKEHOLDERS TO INTERVIEW

- The IUCN Save Our Species Secretariat (Grants Coordinator, Programme Officer, Finance Officer, External Consultant based in Madagascar);
- Members of the Technical Advisory Group (involved in reviews following Calls for Proposals);
- A sample of SOS Lemurs grantees;
- Some representatives of other programmes supporting CSOs in Madagascar;
- Representatives of international Non.Governmental Organizations's Madagascar country offices (e.g WWF, etc.).
- Any other resource person indicated to the consultants.