GLOSSARY

AFD : Agence Française de Développement
AGA : Association des Guides dôAndasibe
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 dôEtude et de Recherche sur les Primates
KBA: Key biodiversity area
IUCN: International Union for Conservation of Nature
LCN :

Table of content

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.

occurred at each new crisis (political, sanitary, migration, long lean season[3]). The forest remains a key source of goods

Context

	LEMURS CONSERVATION STRATEGY	ToR
Vision / General objectives	**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**	Ensure key threatened lemur populations across key sites are secured
	Implement **immediate conservation action that directly supports sustainable development** and improves livelihoods in local communities, while affirming respect for human rights	Empower relevant communities with skills and livelihood options to help them coexist with lemurs
	Increase and share the **scientific and traditional knowledge critical for conservation**	Help local conservation actors/NGOs develop their long-term development goals through knowledge sharing and financial ss1ns

Reconstruction of the logical framework

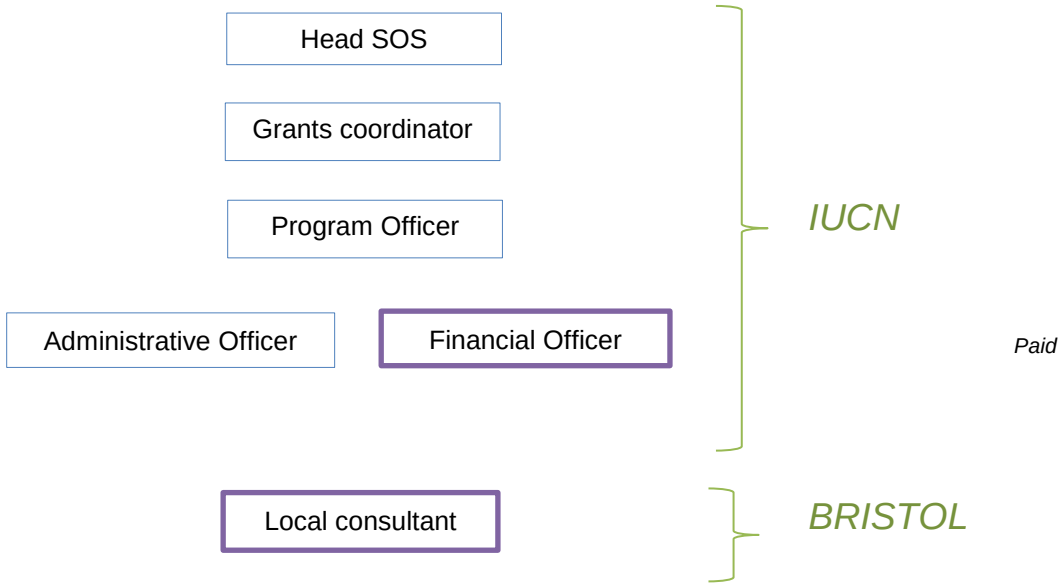
To reconstruct the logical framework, we relied on the ToR for this evaluation:

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 donorâs 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.



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

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

Grantee	Total grants awarded (CHF)	Number of grants
AFSGH/Helpsimus	63 500	2
Association des Guides dôAndasibe (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

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 al

Coherence

Internal coherence 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.

External coherence 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

Figure 9: Nature 2030 framework

In theory, SOS Lemurs is well aligned with the new framework especially on the ñRestoreò and ñResourceò categories: the program aims to fund NGOs in order to restore species and ecosystem conditions.
It also matches with the ñRetainòcategory 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

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 hoc(A)iv5nn/F1 9ing factors

Effectiveness

Four activities have been implemented with fairly satisfying results:

were published by grantees and a grant was dedicated to it (2020A-132, Lemur Conservation

Asity		1	1

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 donorô

State:

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

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**

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

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 (Vondrona 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,

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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 lemursôbeginning) 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

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 are covered by projects (

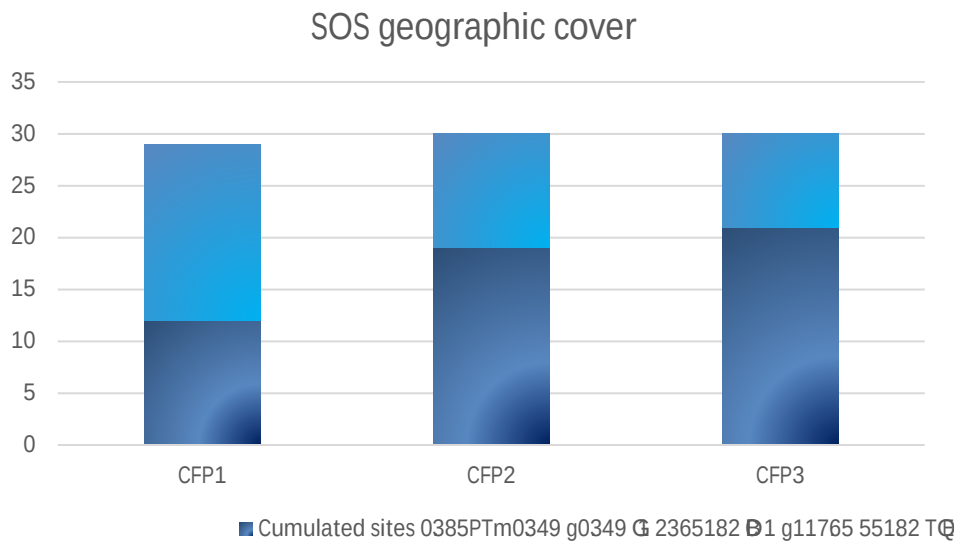


Figure 16: Evolution of sites covered by grants through CFPs. Source: ONFI

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

Objective 1:

- 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 ñcrash testò, 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: Lôoreal 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, a

Les guides dôAndasibe 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.

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

Matching funds

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 peopleôs 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,

- 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 ħ Ψ ҏ є v ᵐ γ hing

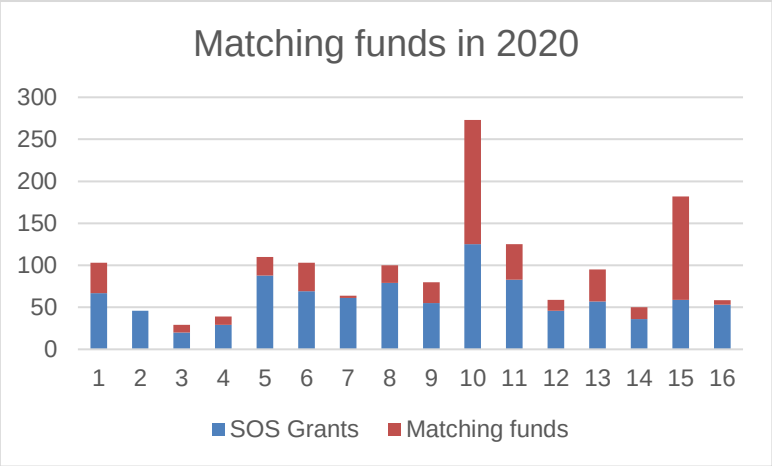


Figure 20: Matching funds for the 16 projects selected in 3rd CFP at project closure or to date (May 2022)

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:

conservation for threatened species? Present in terms of the degree (that is, favourable, neutral, unfavourable) to which local socio-
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:

ANNEX 1: FIELD WORK

Based on IUCN suggestions, 3 regions have been selected. Projects have

    - 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

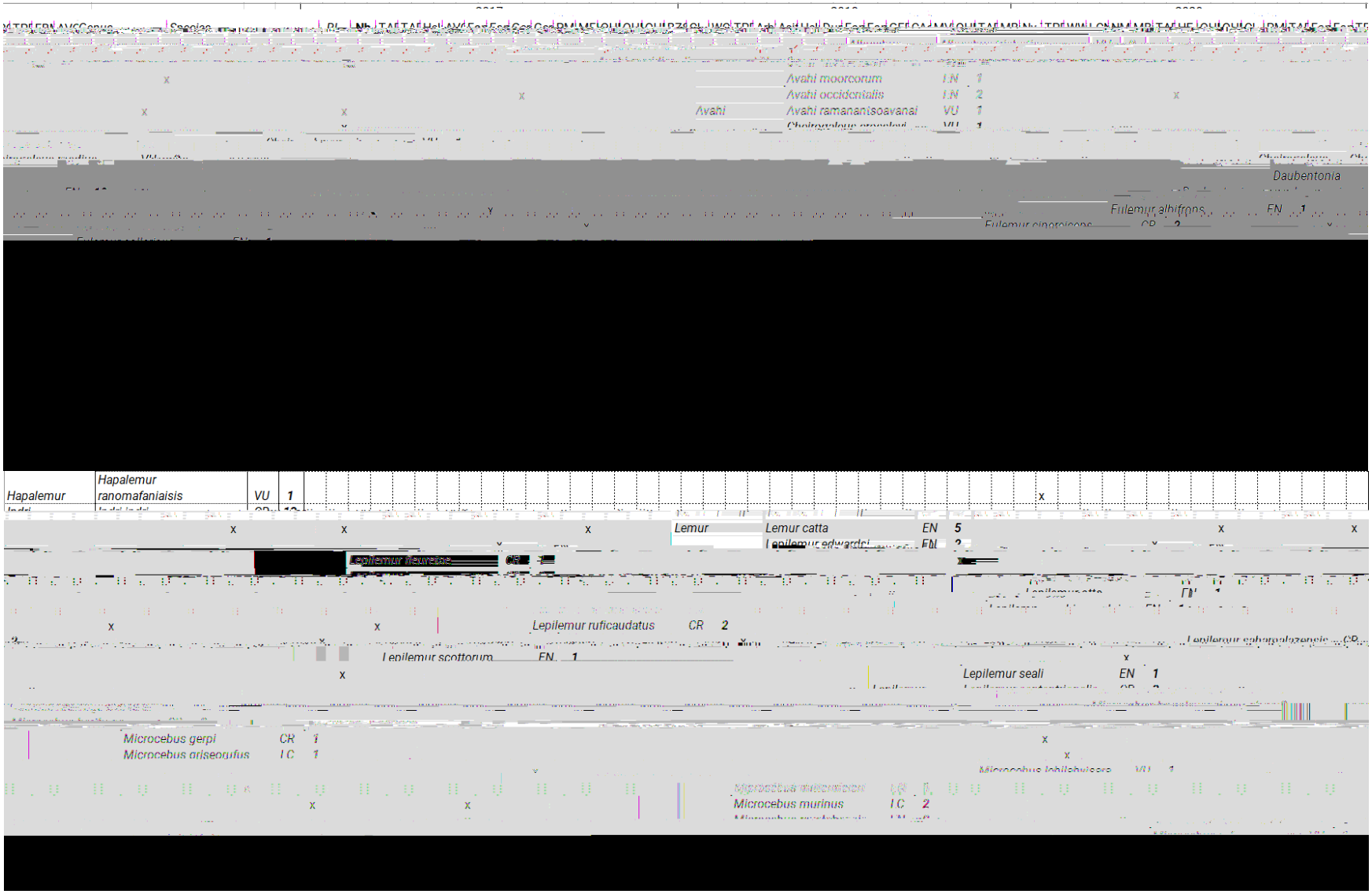
a

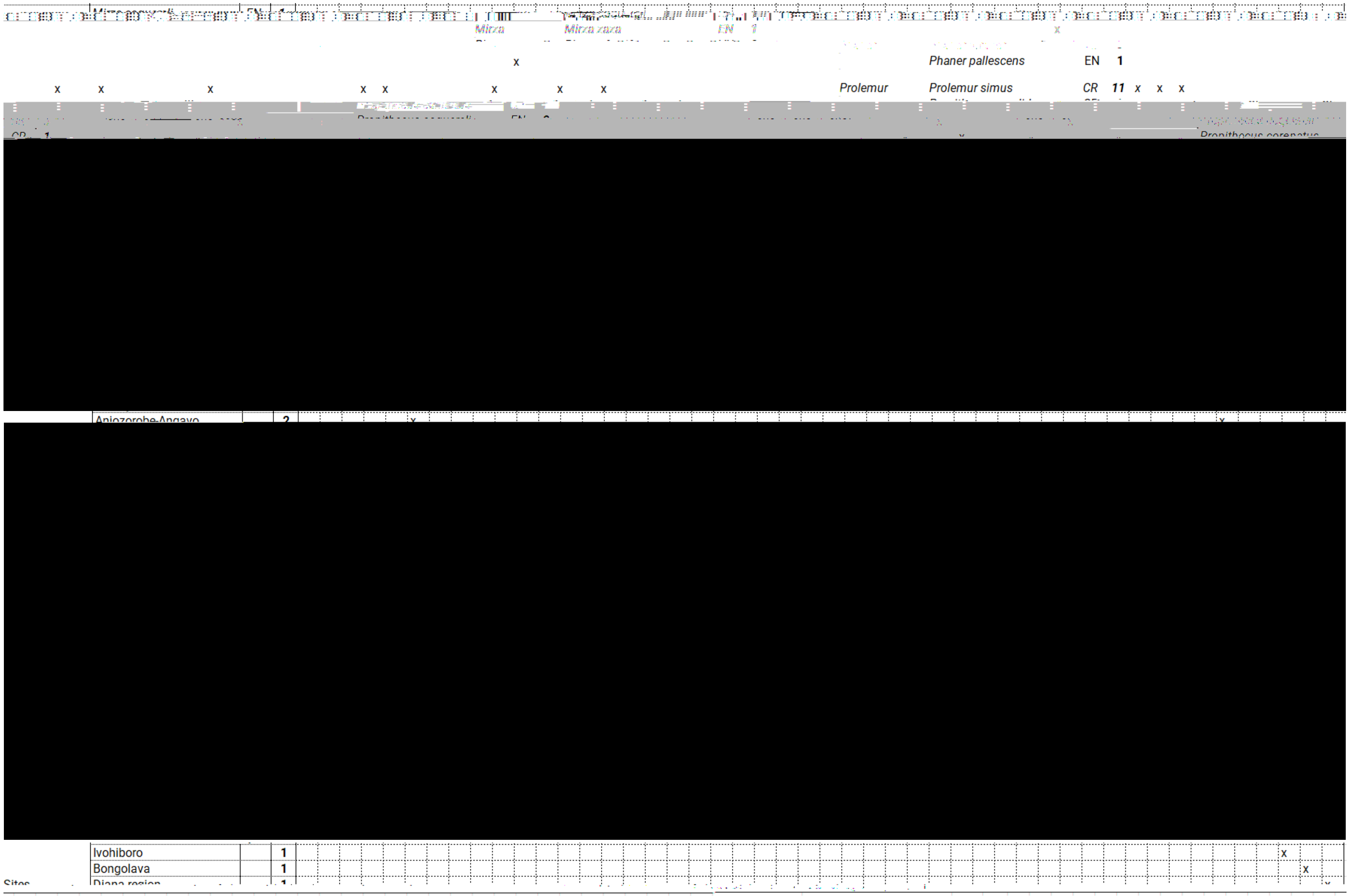
In addition, we met the following stakeholders

- **FAPBM**
    - Alain Li]TJain Li]TJa PBM

ANNEX 2: EXCEL SHEETS SOURCES

NGO	*Intern.*	*Loc.*	*Nb Grants*	*Total grants amount*


Avahi moorcorum
Avahi occidentalis
Avahi
Avahi ramanantsoavanai
Daubentonia
Eulemur albifrons
Hapalemur
Hapalemur ranomafaniaisis VU 1
Lemur
Lemur catta EN 5
Lepilemur ruficaudatus CR 2
Lepilemur scottorum EN 1
Lepilemur seali EN 1
Microcebus gerpi CR 1
Microcebus griseorufus LC 1
Microcebus murinus LC 2



Mirza	Mirza zaza	EN	1	x
				x
	Phaner pallescens	EN	1	
Prolemur	Prolemur simus	CR	11	x x x x x x x x x x x

[redacted]

Anjozorobe-Angavo	2	x x

[redacted]

Ivohiboro	1	x
Bongolava	1	x

(3) Database screenshot for species and habitat

Co-construct development scenarios with communities to share scientific and traditional knowledge on conservation and create a vision

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.		
		To what extent are the projects responsive to national pr4 48.96 3										
Relevance	Intervention objectives vs national priorities and local needs											

		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
		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									
Coherence	Assess the coherence of the intervention with other interventions in the institution, country, sector.											

	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 gran To the

used for adaptive management
at project and at initiative level?

	unintended, higher-level effects				

ANNEX 5:

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*		

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 2013ï 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 report34 432.91 Tm0 g0 G[o)]TJETQq0.000008871 0 595.32 841.92 reW*n(17)]TJCN World Conservati

Donors reports

- Technical reports (2019, 2020 and 2021)
- Financial reports (2019, 2020 and 2021)
- Covid update (Mise à

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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 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**

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-

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.

IV.

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;
-

- Other methods may be proposed as needed and as 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. I

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

2017A-097	Bristol Zoo	Growing links for lemurs: towards an effective reforestation of Sahamalaza-Iles Radama National Park	Sahamalaza-Iles Radama National

Annex 3. INDICATIVE LIST OF DOCUMENTS TO BE PROVIDED

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