



Department
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Darwin Initiative Main & Extra Annual Report

To be completed with reference to the "Project Reporting Information Note":

(<https://www.darwininitiative.org.uk/resources/information-notes/>)

It is expected that this report will be a **maximum of 20 pages** in length, excluding appendixes)

Submission Deadline: 30th April 2025

Submit to: BCF-Reports@niras.com including your project ref in the subject line

Darwin Initiative Project Information

Scheme (Main or Extra)	Extra
Project reference	DAREX011
Project title	Scaling up Equitable Governance of Protected and Conserved Areas (SEGA)
Country/ies	Nepal, Madagascar, Kenya, Tanzania, Bolivia
Lead Organisation	
Project partner(s)	RECOTFC - Nepal, MNP - Madagascar MV - Madagascar KWCA - Kenya Honeyguide - Tanzania ACEAA - Boliva
Darwin Initiative grant value	£4,131,393
Start/end dates of project	April 2024 – March 2028
Reporting period (e.g. Apr 2024 – Mar 2025) and number	April 2024 – March 2025 Annual report #1
Project Leader name	Phil Franks
Project website/blog/social media	Under construction. Search "IIED scaling up equitable governance"
Report author(s) and date	Phil Franks IIED Pradeep Budhathoky RECOFTC Felana RAHERINJATOVOARISON MNP Voahirana Randriamamonjy MV Vincent Oluoch KWCA Fatma Kitine HG Cristina Zea O'Phelan CA

1. Project summary

In our proposal the project is summarised as follows:

More equitable governance of protected and conserved areas (PCAs) is a critical element of the Global Biodiversity Framework's 30x30 target in terms of both social and conservation outcomes. Although some PCAs have improved their governance, very few countries have achieved success at scale. Focusing on five countries, this project will scale up action for more equitable governance and build capacity and enabling conditions so that scaling up continues post-project and equitable governance becomes a cornerstone of conservation policy and practice.

And the outcome as follows:

At least 70 PCAs across five countries have improved governance/equity, at least 35 have benefits for people and nature, and greater emphasis on equitable governance in national- and global-level policy

This outcome statement was constrained by word limits. Beyond this target, the aim of the project, led by national NGO partners, is to build in each country, a critical mass of positive experiences in promoting more equitable governance of PCA, including clear evidence of benefits for people and nature, that changes not only the practice but also the policy and culture of area-based conservation to sustain gains that have been made and foster further scaling up post project. At the international level, IIED will use the emerging experience and evidence to encourage NGOs and government agencies in other countries to develop similar projects and thus extend the impact of this project beyond the five focal countries and we already have expressions of interest from partners in Zimbabwe, Zambia, and Cambodia that have already used the SAGE tool.

Problem statement

The IPBES Global Assessment on Biodiversity and Ecosystem Services of 2019 concludes that weak environmental governance is a key driver of the loss of biodiversity and ecosystem services and that “transformative change” will require governance innovation. Building on this, the recent Transformative Change Assessment of IPBES (IPBES December 2024) identifies five key strategies that, in combination, can deliver the necessary transformative change. One of the five is improving governance, highlighting that “inclusive, accountable and adaptive governance systems play a pivotal role in driving transformative change in nature conservation”.

Most PCAs are common pool resources (CPRs) vulnerable to downward spirals of degradation where management and governance systems are unable to prevent unsustainable resource use. Elinor Ostrom won a Nobel Prize for research on effective CPR management conditions, identifying eight “design principles for sustainable governance and management”.

While there are many success stories of community engagement in management and governance of PCAs, many that are not rooted in strong indigenous institutions are struggling with governance issues related to the Ostrom Conditions that are undermining both conservation and social outcomes. This is increasingly well documented from global and national perspectives.

The conventional ‘fortress conservation’ approach - still the mainstay of conservation in much of the global South - is based on state-backed policing. This is often at great cost to Indigenous Peoples and local communities as documented by numerous studies, including by IIED. Common negative impacts include loss of access to resources, damage to crops by wildlife, and abusive treatment by law enforcement agents. Moreover, it is increasingly clear that fortress conservation is in many places failing in conservation terms in the face of growing anthropocentric pressures. Conversely there is growing evidence across a diversity of PCAs that stronger community engagement delivers better ecological outcomes (Dawson 2023).

Increasingly recognising the relevance of governance and equity to conservation, and the impossibility of expanding PCA coverage without more equitable governance, CBD Parties included “equitably governed” in the ‘30x30’ target of the UN Global Biodiversity Framework (GBF). This project is the largest initiative of its kind focused on this element on the 30x30 target.

While this general picture applies to each of the five focal countries, each also has specific governance challenges that the project is addressing, notably

Bolivia: here the project works with national, departmental and municipal protected areas that are controlled by central government agencies and local governments. However, as they are all inhabited, they all, by policy, provide for participation by other actors via management committees. In practice, in most PAs, it has proven challenging for management committees to function effectively, given limited funding and institutional support and power asymmetries between local actors. In most cases, there are governance challenges related to land and resource conflicts between development and extractive industry interests, conservation actors and, importantly, Indigenous Peoples. A large part of Bolivia's PAs overlap at least partially with Indigenous Territories, at different levels of land titling. Both where Indigenous Peoples' customary claims to territories inside PAs have been granted and where there is little prospect of them being granted, there remains a major need and opportunity for more genuine shared governance and in some cases community-led governance.

Nepal: while the countries 10 national parks have strict fortress conservation approaches applied to their core zones, each has a substantial buffer zone" where policy enables substantial community engagement, and likewise the six large conservation areas. How this is now threatened as government is transferring control of these areas to the national park service in order to boost the area of land that can be reported towards the 30x30 target. This consequence of the 30x30 target is in direct contradiction to commitments in the target to equitable governance and respect for rights on Indigenous Peoples and local communities (IP&LCs).

Madagascar: At the World Parks Congress in 2003 Madagascar announced that all of its 143 national parks would become co-managed with local communities (ie shared governance). Despite major investment, this is still to become a reality in many areas, and with communities still considering the parks to be a government concern and government agencies having little law enforcement capacity, rates of deforestation and forest degradation are still very high in and around many national parks.

Kenya and Tanzania: here the project focuses on community-managed wildlife conservancies where communities have almost full control over management and use of the land and its resources. Much of the funding for these conservancies comes from tourism, in many cases through joint venture partnerships with private sector investors – again a form of shared governance. Furthermore, there is growing revenue from carbon projects in some areas. In addition to governance challenges related to the Ostrom Conditions, governance is now under great strain as increasing revenues fuel "elite capture" by more powerful interests, to the detriment of poorer, more vulnerable social groups who see little if any benefit and may experience real costs as traditional grazing areas are set aside for wildlife.

Challenges and opportunities in terms of human well-being relate to:

- negative impacts of conservation actions such as in the Tanzania case above. Under SAGE's equitable governance principle #7 this project promotes effective mitigation of negative social impacts – see annex 1.
- positive contribution of ecosystem services that are improved by conservation and other interventions designed to improve well-being while supporting conservation, for example increased access to certain PCA resources and income generating activities. Under equitable governance principle #8 the project promotes equitable sharing of benefits generated by conservation. Also respect for rights and respect for actors and their knowledge, values and institutions (principles 1 and 2) contribute to well-being.

Specific challenges and opportunities of this nature and actions to address them are identified by site-level actors through the SAGE process which includes review of existing evidence. In addition, using our Social Assessment for Protected Areas (SAPA) tool we have expanded the baseline survey beyond the mandatory Darwin indicators of well-being to identify all of the more significant positive and negative social impacts related to conservation at two sites per country which provides us with an analysis of the current situation as well as baselines against which to evaluate impact on well-being/poverty at the end of the project (see section 3.3 and Annex 5).

The project will be addressing all that have solutions wholly or partly in improving governance that are prioritised by stakeholders and rightsholders at the site in question.

SEGA is a project to scale up action to advance equitable governance of PCAs starting with 4 sites per country in year 1 - see maps showing these sites annex 3. The number will then increase to at least 16 sites by the end of the project, with project support for assessment and action decreasing from 100% to zero in year 4 so that scaling up becomes self-sustaining.

Technically, replication to new sites is called “scaling out”. Scaling out can be boosted by peer-to-peer engagement and incentives which is the focus of output 2 and by advances in policy and other measures at higher levels that reduce barriers and foster enabling conditions which is the focus of output 3 and technically called “scaling up”.

2. Project stakeholders/ partners

Implementation of the SEGA project in each country is led by a national NGO except in Madagascar where we have two implementation partners - a national NGO and a para-statal organisation Madagascar National Parks which is technically also an NGO. The reason for having two partners in Madagascar is that this country has at least 4x more PCAs than any of the other countries.

- Regional Community Forestry Training Centre (RECOFTC) - Nepal,
- Madagascar National Parks (MNP) - Madagascar
- Madagascar Voikadj (MV) - Madagascar
- Kenya Wildlife Conservancies Association (KWCA) - Kenya
- Honeyguide (HG) - Tanzania
- Conservacion Amazonica (CA) - Bolivia

At various times of the last 5 years, staff of each of these partners were involved in a one or more SAGE assessments and then expressed interest in scaling up use of the tool in their country. The SEGA project is designed and implemented by national NGOs but where the intention was scaling up with PAs managed by government then the relevant government agencies indicated their support (Nepal, Madagascar, Bolivia).

The project only succeeded in securing Darwin funding on the third attempt but from the first submission the partners were involved in the design, planning and budgeted through discussion and consultations. However with this third version of the project, IIED invested its own resources in a much more participatory process where we had a series of virtual meetings with each partner to develop their workplan and budget.

Since April 2024 when the project started, we have had a management committee meeting every month comprising the project leader from each country, and the project leader and project manager in IIED. Decisions are made by consensus. In March 2025 we held the first of the yearly face-to-face workshop with 2-3 staff of each partner, hosted by KWCA in Kenya. Though SEGA is a scaling up project, the modus operandi is still very much learning and adaptive management and a number of important issues of project strategy were discussed and important decisions collectively made, and there is now much more virtual peer to peer engagement, team spirit and mutual trust than before.

The main challenge in terms of partnership that caused some tension in year 1 was the time it took to finalise and sign contracts and make first payments to each partner. As described in our financial change request for carry-over of a year 1 underspend, this was partly due to IIED due diligence procedures becoming more intense but also to financial bureaucracy and illness of key staff in IIED at a critical time. This did not affect the partner in Tanzania which had other funds to get started but affected all others to varying degrees. In addition, work in Madagascar (MNP) and Bolivia (CA) was delayed by the designated project leader leaving and not being replaced until August/September. Due to a combination of these factors, while work in Tanzania is on schedule, the work of the other partners is 3-6 months behind schedule. But, as

a result, there was an underspend of 1/3 of the year 1 budget and with the carryover of these funds to year 2, all partners should have caught up by the end of year 2.

At each PCA site, the process of advancing equitable governance, guided by use of the SAGE tool, is driven by stakeholders in conservation at that site who are identified at the start through a thorough stakeholder analysis. See Annex 1 SAGE process step 1.2. Typically this includes agencies of central government, local government, NGOs working at the site, PA managers, community representatives for men, women and youth, and Indigenous Peoples as a separate group if present at that site.

At national level the country partner has engaged with key government agencies where the PCAs where they are working are managed or co-managed by government, notably in Bolivia, Nepal, Tanzania and Madagascar - but less in Kenya where communities own the land.

While the project does not explicitly promote understanding of biodiversity-poverty linkages per se, the assessment process of SAGE that typically engages 20-40 community members at a given PCA site greatly improves their understanding of governance and its relevance to ecological and social outcomes of conservation by unpacking governance into principles that are more familiar to them and then again into specific issues that they can easily relate to. For example, “accountability” is about what different actors are supposed to do for people and nature and what happens when they don’t do it, etc. See Annex 4 for an example of SAGE results for Chuine Conservancy in Kenya and actions to improve.

3. Project progress

3.1 Progress in carrying out project Activities

Output 1: SAGE-based assessment and actions for more equitable PCA governance have been successfully implemented at a total of at least 44 sites

- 1.1. Provide training, technical and financial support for the SAGE preparation and assessment phases (steps 1.1-2.4) at 4 demonstration sites per country (6 in Madagascar).

In the project work-plan (see Appendix 2) this first activity was to be completed for 4 sites in each country and 6 in Madagascar by March 2025. Partners in Kenya, Nepal and Tanzania, and MV in Madagascar have managed this despite delays in the startup of the project, although the 4th assessments in Nepal and Kenya were actually completed in April with funds accrued from the year 1 budget.

Bolivia did not have to do this activity at all since they had already done SAGE assessments in 4 sites prior to the start of the project and have adopted these as their 4 demonstration sites. In Madagascar with the Project Leader only being in place from August, MNP managed assessments at only two sites, and have carried over the other two into their year 2 plan and budget. So the total number of sites where SAGE assessments have been conducted is 20 rather than 22 ie on slightly affected by delays in project start-up. See Annex 3.

For these assessments, all partners used the existing [SAGE manual](#) with just minor modifications. However IIED staff have made some significant improvements to the [SAGE Data Entry and Analysis Excel tool](#) over the year based on feedback from users. As described in the manual, it is the stakeholders themselves who do the governance quality assessment using SAGE, initially working separately in different actors groups (eg PA managers, local government, NGOs, community men, community women) and then sharing their findings. The process generates both performance scores from the perspective of each actor group and their ideas for actions that could improve the situation and all of this is recorded and analysed in the SAGE Excel tool to generate a chart showing performance scores by actor group and ideas for action that have been

through an initial prioritisation process that reduces the number to 25-50. See Annex 4 for an example from an assessment in Kenya. Here there are 30 priority ideas for action to be carried to the action phase for further prioritisation and planning – see 1.2 below.

1.2. Provide training, technical support and limited financial support for the action phase of SAGE (steps 3.1-3.4) at four demonstration sites per country (six in Madagascar)

It is under this activity that the delay in project start-up has had more impact. According to the generic workplan in the project proposal, this activity – the action phase of the SAGE process – should have started with step 3.1 (prioritisation and planning) in at least one country in the second quarter (July-Sept) and completed this step by end of March, and step 3.2 (implementation of actions) started in the third quarter (Oct-Dec). Tanzania (HG) did start as planned in September but the others have experienced delays of 3-6 months, and Bolivia and MNP in Madagascar are yet to start, in Bolivia because heavy rains make fieldwork impossible from November to April. Fortunately, with the financial change request approved in January 2025, the funds in the year 1 budget for activity 1.2 have been carried over to year two.

One other factor that led to some delay in partners starting the action phase was that we in IIED took more time than expected to finalise the guidance for how to do the first step of the action phase - prioritisation and planning (step 3.1) - see project activity 1.4.

1.3. Provide training and technical support (but not financial support) for the use of SAGE (steps 1.1-3.4) at four additional sites (six in Madagascar)

This activity - the first round of scaling up - is dependent on other organisations or other projects of our partners being willing and able to fund the use of SAGE at new sites. In Kenya, KWCA identified two other sites under a project of theirs funded by the UBS bank and in fact the assessments have already taken place. Despite growing interest in the other countries, in this first year none went as far as securing commitments from the other organisation/projects. However MV in Madagascar, CA in Bolivia and HG in Tanzania have, like KWCA in Kenya, identified PCAs that they support with funds from other donors while MNP has identified four PCAs supported by the German agency GIZ.

1.4. Develop and test tools to improve SAGE, notably for action planning (step 3.2) and monitoring progress (step 3.4), and update the SAGE manual

As described in 1.2 above, IIED has led the development of a tool for action prioritisation and planning which was piloted in October/November and then shared with RECOFTC and KWCA for further piloting in January/February. This was 3 months behind schedule because we wanted to pilot the guidance in at least two different sites before sharing it with partners for them to apply. As with the SAGE assessment, methodology development is an iterative process of learning by doing shaped by the experience of pilots conducted by our partners. Finally, after lengthy discussion at the SEGA annual workshop in March we now have consensus on an improved version which will be rolled out to all demonstration sites in year 2 with two versions – a lite one day version and a more in depth and thorough process that takes two days.

1.5. Develop a deliver training on key governance and equity issues for actors at each site

This activity was due to start in the third quarter with consultations with partners on which governance and equity issues to prioritise. The strategy remains as described in the project proposal – that IIED will identify consultants with the necessary expertise to develop technical content that is relevant to all countries and then the country partner, focusing on two that are most relevant to their context, will develop the final version of the training module tailored to their context and then support delivery of the training.

With partners trying to catch up after the delays in the project start-up, we decided to postpone the start of this activity to the fourth quarter, and in fact only finalised the priorities at the SEGA annual workshop in March. These are participation in decision-making, accountability, benefit sharing and grievance/conflict resolution and redress. The first of these will be ready for partners to take over and tailor in June, the second in July and the third and fourth by the end of September. This is five months behind the original plan but this activity is less time sensitive, and the delay is giving us higher quality products and a clearer and more cost-effective strategy for delivering the training.

Output 2: Increased capacity and motivation of site-level actors to plan, implement and evaluate actions to improve PCA governance

2.1 Facilitate a community of practice (CoP) at national, regional or landscape level for peer-to-peer knowledge sharing and motivation, including thematic workshops, exchange visits, social media and other online knowledge sharing platforms and tools.

In each country the CoP will be launched at a two day workshop which will provide for substantial knowledge sharing on a handful of “hot topics”, take a deep dive on one and make plans for social media other forms of interaction that should take place between annual workshops. The first CoP meeting had been planned to take place in Tanzania in February or March 2025 but this was postponed to allow more time for partners to discuss the goals and strategy for building the CoP. At the annual SEGA workshop in Kenya in March this was discussed and then further discussed post workshop in relation to the pending CoP meeting for Tanzania, now scheduled for the end of May. On the advice of IIED, none of the other countries will launch their CoP until we have reflected on the experience from Tanzania. The approved financial change requests enables funds budgeted in year one for the CoP to be carried over to year two.

2.2 Does not start till year 3.

2.3 Does not start till year 3.

2.4 Support a global scheme to promote and recognise excellence in improving PCA governance and equity, building on any existing schemes.

In contrast to activities 1.1-2.3 this global level activity is to be led by IIED. In the workplan in our proposal it was scheduled to start in the fourth quarter of year 1, but this has now been put back to the second quarter of year 2 in the lead up to the World Conservation Congress in October 2025 where this issue will be discussed with others with similar interests at one or more of the events being organised by IIED.

Output 3: Knowledge on equitable governance of PCAs co-created and communicated to policymakers and practitioners at all levels to accelerate scaling up and the quantity and quality of impact

3.1 Does not start till year 3.

3.2 Analyse processes of adoption of SAGE by sites additional to demonstration sites, including enabling conditions and barriers, and apply this to accelerate uptake of governance assessment and action in each country

On reflection, since the first round of scaling up is not due to start until year 2 (apart from in Kenya), it seemed premature to start designing this analysis of enabling conditions and barriers to scaling up in year 1. However, we can already confidently predict that a key barrier will be the cost of doing a SAGE assessment and, on the other hand a key enabling condition will be the extent to which stakeholders at the demonstration sites see value in using SAGE. So we have decided to start with these two issues and progress to investigating other types of enabling conditions and barriers in the last quarter of year 2.

Options for reducing the cost of a SAGE assessment and trade-offs with the scope and quality of the assessment were reviewed at the SEGA annual workshop in Kenya in March, and several options to reduce cost will be evaluated during the first 6 months of year 2 before SAGE version 3 is finalised and published in early 2026.

In terms of the value of using SAGE, this will be dependent on the success or otherwise of the actions to improve governance that are then implemented over the following 6-12 months. There is nothing new about some of these types of the actions and a history of some having, in the end, little impact either because a) the intervention wasn't well designed in the first place, or b) it encountered major barriers to effective implementation. With this in mind we propose extending the scope of work of activity 3.2 in two ways:

- a) developing a typology of action types to analyse the actions generated in a SAGE assessment, look for patterns suggesting a more or less promising approach, and suggest additional, more innovative types of action that should be considered. A draft has just been completed. See Annex 6 for this typology and an example of its application as an analytical framework to actions from the Chuine assessment featured in Annex 4.
- b) Strengthen the method for progress monitoring (SAGE step 3.3) – to include identifying, exploring and characterising barriers to effective implementation of actions, and developing strategies to overcome such barriers or circumvent them. Attention to barriers is particularly relevant to governance work where actions are often trying to change power relationships in the face of resistance from vested interests. For example, empowering women to have more influence on PCA-related decision-making where often this is limited to the tokenistic addition of a couple of extra women to the apex governance body.

3.3 Does not start till year 2.

3.2 Progress towards project Outputs

Output 1: SAGE-based assessment and actions for more equitable PCA governance have been successfully implemented at at least 44 sites

As outlined in the previous section, the project is on track in terms of the number of sites that have completed a SAGE assessment by the end of year 1 with the exception of two national parks in Madagascar. The delays in project startup have affected more the action phase of SAGE which only 10 of the 22 demonstration sites have now started, and are thus 3-6 months behind schedule according to the site.

Our experience is that stakeholders really like doing the assessment but the “proof of the pudding” is in the action and a culture of lots of talk and little action is all too common. Fortunately with the financial change request approving a substantial carryover from year one to years 2, 3 and 4, the project has the resources to catch up and indeed give even more emphasis to the action phase by extending the scope of activity 3.2 to look more closely at types of actions being proposed so that action prioritisation and planning focuses on those likely to be more effective.

Although this is a scaling up project using a tool that is now being used at more than 75 PCA sites worldwide, further advancing the SAGE methodology – activity 1.4 - remains important. In year 1 the focus has been on the method for action prioritisation and planning, generating two variants that will be further evaluated by all partners over the next 6 months prior to their inclusion in SAGE version 3 that will be released in early 2026. This collective team approach to developing and improving SAGE has been key to its success over the last 5 years.

Output 2: Increased capacity and motivation of site-level actors to plan, implement and evaluate actions to improve PCA governance

Despite reams of guidance produced over the last 20 years or so there is no standard recipe for improving governance and equity in area-based conservation. SAGE enables stakeholders at a site to assess strengths and weaknesses of governance in their specific context and identify, plan and implement actions to improve. Peer-to-peer knowledge sharing has a key role to play in enabling success of SAGE at a given site and scaling up to new sites particularly when it comes to barriers and the capacity to address them. In addition to capacity, change agents striving to improve governance also need courage to tackle complex and often sensitive challenges. Hence the activities of output 2 are designed to boost the motivation of change agents as champions of equitable governance as well and building capacity.

Most important is the Community of Practice (CoP). When discussing the CoP in the annual SEGA workshop in March, many partner staff seemed to view the CoP as a learning platform where some SAGE experts would share their expertise with newcomers, mainly through a workshop, and thereby promote the uptake of SAGE, and a platform to discuss challenges related to policy and agree collective action (ie by advocacy). The CoP may evolve in latter direction but should be neither in its formative years – rather a physical and virtual platform where members help each other to address challenges they are facing in the practice of improving governance at their own sites, driven by the energy and expertise of the members. To try to ensure that the CoPs start in this way, Honeyguide in Tanzania has delayed the launch workshop to allow more time for preparation, and more technical support from IIED than earlier envisaged.

Although the CoPs have yet to be established, a valuable peer-to-peer exchange event took place in late March when 22 men and 12 women from the Waga and Uyumbu WMAs (ie conservancies) in Tanzania visited the Lumo Conservancy in Kenya close to the border with Tanzania. Lumo conducted a SAGE assessment in 2022 and actions to improve governance have been funded by the EU BIOPAMA programme. This has been very successful, notably in terms of greatly increasing the engagement of women and youth in actions that support conservation and livelihoods and as members of the governing Board. The Tanzania visitors learnt a great deal and were inspired by the progress they saw.

Output 3: Knowledge on equitable governance of PCAs co-created and communicated to policymakers and practitioners at all levels to accelerate scaling up and the quantity and quality of impact

In this first year, the focus of output 3 has been launching action research activity 3.2 which, as described under activity 3.2, has been extended in scope.

There has been no emphasis on knowledge sharing with national or international audiences through publication and presentations as we felt that the priority in year 1 was to develop strong communication strategies which they now all have, and build experience and evidence. A key member of the IIED technical support team is a communications expert who is a member of IIED's very capable Communications Team and 50% on the SEGA project since September 2024. In year 2 his emphasis will switch for strategy development to supporting partners with specific communication products and events for their target audiences.

At the global level, the once in four year World Conservation Congress will take place in October 2025. One of the five main themes of the Congress is "Delivering on Equity" which presents a major opportunity for SEGA and SAGE more generally. Preparation for this started in January 2025 with submission of proposals for events in the programme of

the Congress. KWCA in Kenya is leading one proposal on SAGE/SEGA work in Kenya. IIED has submitted three proposals all of which would feature SEGA work.

3.3 Progress towards the project Outcome

Outcome At least 70 PCAs across five countries have improved governance/equity, at least 35 have benefits for people and nature, and greater emphasis on equitable governance in national- and global-level policy

As noted in Appendix one, the end of year 1 is too early in the life of the project to see clear evidence of progress at outcome level except for indicators 0.11 and 0.12 on capacity building.

For people trained (0.11) we include everyone who has participated in a SAGE assessment as in this two day process the participants get to see governance un-packed into its ten key elements (principles), discuss their experience with regard to each and identify actions to improve, ending up with a good practical understanding of governance and how to improve it. In the first year a total of 1437 people participated in SAGE assessments, 43% being women. For organisations with improved capacity (0.12) we report a total of 24 NGOs and CBOs whose staff received training in how to facilitate SAGE for at least one day.

Although it is premature to report on progress on other outcome indicators, it is important to report that the planned baseline surveys for outcome indicators 0.2, 0.3 and 0.4 listed in the table below were successfully completed as planned at two sites in each country and three in Madagascar. These were household surveys of around 200 households in each case using a simplified version of IIED's [SAPA tool](#) where one interview takes no more than 30 minutes.

0.2	DI-BO5	Number of people with increased participation in local communities / local management organisations
0.3	DI-D16	Number of households reporting improved livelihoods, disaggregated by household well-being status and ethnicity
0.4	DI-B06	Number of IP&LCs with strengthened (recognised/ clarified) tenure and/or rights

In addition to generating information on the three indicators above, this SAPA tool provides information on

- a) top positive and negative social impacts of conservation from the perspective of local people (disaggregated by sex and well-being/poverty status) where improvement attributable to the project might be expected. We believe that this is an important addition to the project M&E system in providing a more disaggregated and probably more accurate assessment of impact on livelihoods and well-being.
- b) opinions of community members on the quality of governance not only for participation but for all 10 principles of equitable governance (see annex 1)

See Annex 5 for an example of these results for the Panchase Forest Reserve in Nepal. The first section on governance quality shows that there is room for improvement in most areas but the situation is generally not bad with the notable exception of the governance related to human-wildlife conflict.

The second section on negative social impacts confirms the significance of human wildlife conflict which appears to be equally significant for men and women, wealthy and poor. But the negative impact of tourism on culture and several other negative impacts are perceived as much more serious by women and poorer people. In terms of positive impacts/benefits that contribute to improving well-being it is very interesting to see that top of the list on a par with availability of forest resources is "improving social identity and community bonds", with men and women having a similar opinion. However with some other positive impacts women seem to consider them much more significant than me, including employment in nature-based

tourism. That said the map in the final section shows uneven spatial distribution in employment benefits some of which may be inevitable and some due to elite capture that improvements in governance should address.

The overall ambition of the project is to be supporting actions for governance improvement at a total of 88 sites by the end of the project, seeing real improvements in governance at 70 of these sites and seeing this translate into measurable benefits for people and nature in at least 50% of these sites. We remain confident that this is achievable but also see very substantial potential to do better than this notably in Kenya where there are already 240 community-led conservancies and in Madagascar with 143 PAs and more than 1000 forests under community management, many of which are much in need of improvements in governance.

It is also possible that although SEGA is based on a PCA using SAGE to improve its governance, there may be situations where a PCA with governance challenges that is located near to PCA using SAGE with similar governance challenges could adopt some actions to improve from its neighbour without doing a SAGE process. This may turn out to be a very significant impact pathway, ie scaling up equitable governance without actually using SAGE.

3.4 Monitoring of assumptions

1. Similar processes of scaling up SAGE-based assessment and action take place in at least 5 other countries by end of project and many more thereafter.

To date two countries have expressed seriously interest - Zimbabwe and Cambodia - and we are exploring funding possibilities.

2. CBD parties support strong equitable governance provisions in future decisions on implementation of target 3/30*30 target

This may be important for scaling up beyond the five countries and thus delivering the impact goals but this will not affect the implementation of this project, and at this point there is no reason to believe that the assumption is problematic.

3. Usage of SAGE continues to be an indicator in the monitoring plan of the Global Biodiversity Framework.

This is true and we continue to work with partners engaged in CBD and notably the Human Rights and Biodiversity Work Group to try to ensure no change.

4. For the scaling up of SAGE to new PCA sites in years two and three the project will provide capacity building and technical support without charge but other agencies working at these sites will cover the field costs of all three phases of SAGE. **AND**
5. Scaling up to new PCA sites in year four will take place without the project providing any financial, capacity building or other technical support.

These are critical assumptions. It is too early to say whether they may be problematic but as a mitigation strategy we are a) ensuring that the communications strategy has a strong emphasis on promotion of SAGE benefits and b) exploring ways to reduce the cost of the SAGE process.

6. Changes in NBSAP and /or other national policy enable SAGE scaling up and better conservation and social outcomes.

Meeting project targets is not contingent on this but support from NBSAPs will help do better.

7. Influential conservation organisations in each country encourage the use of SAGE

We are already seeing this in Madagascar and Nepal but not yet in the other countries, but its early days.

8. Knowledge and evidence generated by this project is used by IIEDs Conservation, Communities and Equity programme, and global partners – notably the Human Rights and Biodiversity Working Group, and IUCN World Commission on Protected Areas – to strengthen global level policy on equitable governance in the area-based conservation.

Too soon for this but we expect this to become significant in the lead up to the next CBD COP in November 2026.

3.5 Impact: achievement of positive impact on biodiversity and multidimensional poverty reduction

From the impact section of the proposal:

SHORT-TERM IMPACT

“By the end of four years, we expect at least 88 PCAs across the six countries to have initiated a programme of governance/equity assessment and action using SAGE. Of these, 22 demonstration sites and 22 scaling-up sites will have completed two years of their action phase. By this point we would expect to see evidence of indirect contribution to poverty reduction of an average of 2,000 women and 1,000 men per site (87,500 women and

43,750 men in total). We adopt this 2:1 ratio since experience suggests that actions to improve indirect benefits rightly tend to emphasise affirmative actions in favour of women. For direct benefits, we assume men and women will benefit equally with an average of 500 women and 500 men per site (24,500 men and 24,500 women across the whole project). In reality, there could be a large range from 2,500 or more in a densely populated area and/or large PCA with several active NGOs supporting actions, to 250 in a small PA with relatively low population density and few, if any, NGOs supporting actions to improve governance.

Assessing the conservation outcomes of improving PCA governance and equity is the primary objective of activity 3.1. While it is not realistic to expect change in ecological indicators such as abundance of key species within four years, we expect to see change in intermediate conservation outcomes, notably:

- Reduction in illegal resource harvesting with a target of at least a 20% reduction at 50% of the 44 sites that started in years one and two (indicator 0.5)
- Increase in hectares of habitat under sustainable management practices (indicator 0.6)

LONGER TERM IMPACT.

In terms of longer-term impact, we have estimated a target for December 2030 for use of SAGE worldwide of 1000 sites to which this project will make a substantial contribution as much if not more from the evidence generated on the value of investing in governance as from the sites in the five focal countries that are involved in the project. More fundamentally, this project aims to be a leader of a global process of transformative change in PCA governance, just as the PA Management Effectiveness Tracking Tool (METT) has been for PCA management over the last 20 years with impact well beyond the specific sites that have used the METT tool as skills and evidence of the importance of management effectiveness spread across PCA systems and national and global policy.

Nothing has changed in the last year that makes us question these projections.

4. Project support to the Conventions, Treaties or Agreements

As described earlier, the project has deliberately taken a low key approach in year one with minimal engagement in national and global processes and events and publications while building experience and evidence that there are practical and affordable tools and interventions to improve governance at a site level. The first 4 sites in each country are called demonstration sites with the explicit intention that they begin to serve as such from mid-year 2 when the first ones reach the point of monitoring the progress of their actions to improve governance. For the project, the transition point when we begin to proactively engage at national and global levels will be the World Conservation Congress in October 2025.

5. Project support for multidimensional poverty reduction

As noted earlier, it is premature at the end of year 1 to expect to see evidence of a contribution to poverty reduction especially when the impact pathway is via improvement in governance and equity. However as outline in section 3.5, the project has a clearly articulated strategy and targets for contribution to multi-dimensional poverty reduction and has over the last year further elaborated its M&E system to make it easier to detect such contributions though tracking changes at the level of specific social impacts as well as overall contribution to livelihoods.

6. Gender Equality and Social Inclusion (GESI)

GESI Scale	Description	Put X where you think your project is on the scale
Not yet sensitive	The GESI context may have been considered but the project isn't quite meeting the requirements of a 'sensitive' approach	
Sensitive	The GESI context has been considered and project activities take this into account in their design and implementation. The project addresses basic needs and vulnerabilities of women and marginalised groups and the project will not contribute to or create further inequalities.	
Empowering	The project has all the characteristics of a 'sensitive' approach whilst also increasing equal access to assets, resources and capabilities for women and marginalised groups	X
Transformative	The project has all the characteristics of an 'empowering' approach whilst also addressing unequal power relationships and seeking institutional and societal change	

At this stage at the end of year 1 when 20 PCAs have conducted SAGE assessments we can confidently claim that the project is empowering. The SAGE assessment process itself creates a safe space for community women to discuss concerns relating to governance of the PCA and then a level playing field for them to share their opinions which may often be quite different from men on their community and other actors. See annex 4 with results from the SAGE assessment at Chuine Conservancy in Kenya and especially results on dispute resolution and negative impact mitigation where women have a much less positive opinion of the current situation than other actors including men of their own communities. And then two actions for women's empowerment in the list of ideas for action (in italics).

Women are not the only marginalised group that is given special attention in SAGE. Wherever there are Indigenous Peoples they are identified as a specific actor group that like women have a safe space to discuss and level playing field to express their opinions with other actors. Increasingly in SAGE, youth all also given special attention with their own group as in the Chuine assessment in summarised in annex 4.

As shown in the baseline results in annex 5, all M&E information is disaggregated by gender/sex, and well-being/poverty, and also distinguishes IPs from non-IPs where there are IPs.

Aside from environmental stressors and vulnerability, the GESI core principles used by Darwin are all issues of governance that are directly addressed in a SAGE assessment and in principle, where action is necessary, in the actions to improve governance.

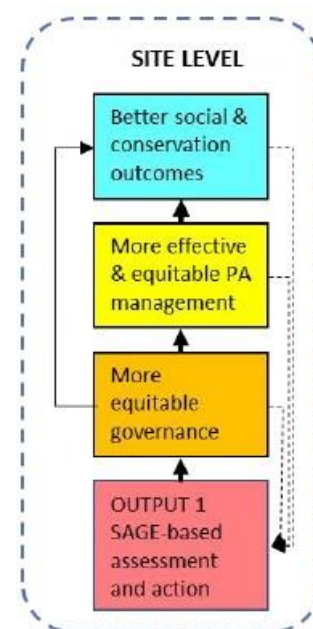
- Rights: Legal and customary
- Practice: Attitudes, customs & beliefs
- Environment: Stressors & vulnerability
- Roles and Responsibilities: Division of time, space & labour
- Representation: Participation, inclusion & power
- Resources: Access & control of assets and services

Effective participation of all key actors in decision-making is the generally considered to be the most significant of all governance principles - hence being a mandatory Darwin Indicator and being a mandatory principle in any SAGE assessment, and inclusive decision-making is a major action category – see annex 6.

7. Monitoring and evaluation

Each partner has a member of staff with responsibility for M&E (part-time). Within the IIED team responsibility for M&E is split between the Project Manager (activity and output level) and the part-time Research Officer (outcome level), with technical support from the Project Leader.

In terms of the site-level Theory of Change of the project in the box opposite, we are, for reasons explained under activity 3.2 in section 3.1, extending project M&E to include the action element in the red box as well as orange, yellow and blue boxes, and we have contracted a consultant for one year (Jan-Dec 2025) to do this, starting with the analytical framework in annex 6. This is using M&E for learning to help SAGE facilitators to enable participants to identify the best actions to address the governance challenges at their site. This will directly address the question: *How can you demonstrate that the Outputs and Activities of the project actually contribute to the project Outcome*, ie the assumption implicit in the arrow between red and orange boxes in the Theory of Change. This is a significant addition to the project M&E system for which we may need a change request although entirely positive and with little resource implication.



- Do partners share the M&E work or is this the role of one organisation? How is information shared amongst partners/stakeholders?

As noted above, all partners have staff member with responsibility for M&E who receives technical support from, and shares information with, M&E experts in IIED.

8. Lessons learnt

Previous sections of this report have included a number of key lessons learnt which are summarised here along with some additional general points.

General

- Need to accelerate contracting and due diligence processes (for a new partner) in IIED to reduce the time between start of project and disbursement of the first instalment of funds. This should take no longer than 3 months.
- Need to taper the time allocation of the IIED project Leader so as to be at least 60% in the first 6 months (versus 40%) in order to start providing strong technical support whilst also overseeing admin and finance associated with start-up.
- Even had this been the case the assumption that partners could all hit the ground running on July 1st after a 3 month inception period was unrealistic as we had not taken into account the risk of staff who were experienced in SAGE leaving their organisations.

This happened both with CA in Bolivia and MNP in Madagascar and it is no coincidence that they are c. 3 months behind all the others. Add this to the risk register.

Summary of learning points from earlier sections

- Further development and improvement of tools for key steps in the SAGE process (action prioritisation and planning) based on piloting by partners has worked really well but needed more time – 6 rather than just 3 months – to avoid guidance being updated when leaders (in this case Tanzania) had already completed that step.
- Some actions being proposed by stakeholders (eg on respect for rights and participation and in decision-making) are actions that are often proposed and often do not have much impact – for example just increasing women members of an apex governance body without building their capacity to more effectively engage. SAGE facilitators do have the depth of governance experience to remedy this ‘business and usual’ tendency. Adding action analysis to the M&E system is a response to this in immediate term. In the medium term, the communities of practice now being established will also help both through guidance that captures their collective experience and wisdom (activity 2.2) and virtual interaction eg by WhatsApp.
- What recommendations would you make to others doing similar projects, for example tackling the same issues or working in the same geographical area?

Too early to say. Better to consolidate our experience before making recommendations.

- Are you going to change your plan next year as a result of this learning? Do you plan to submit a Change Request? Yes with respect to extending M&E analysis the type of actions to improve governance that are being planned and monitoring their progress, but not sure if we need to do a change request for this.

9. Actions taken in response to previous reviews (if applicable)

Not applicable

10. Risk Management

- Have any new risks arisen in the last 12 months that were not previously accounted for?

Nothing significant other than the disruption caused by project leaders in two countries leaving very early on – one for a better paid job and one because of illness. This is a common occurrence and the only way to mitigate this risk is ensure that the central technical support team (ie IIED) has a bit of spare capacity and/or be less ambitious over what can be achieved in the first year which is hard in highly competitive funding environment.

- Has the project made any significant adaptations to the project design this year to address risk?

None necessary

- If you have an existing risk register, please submit an updated version of your risk register with your Annual Report.

There is no need to update the risk register in the proposal as there are no significant changes.

11. Scalability and durability

At the end of year 1 it is premature to respond to these questions but it is important to emphasise that, being a scaling up project, we are very aware of barriers and enabling

conditions for scaling up, and underlying critical assumptions and have an action research activity (3.2) specifically focused on this which, with the action analysis, is already underway.

12. **Darwin Initiative identity**

As noted earlier, we have deliberately asked partners to keep a relatively low profile with respect to external audiences until at least some of the “demonstration sites” are making good progress with some actions to address their governance challenges so we can profile SAGE as a tool for action rather than another assessment tool that, as often the case, has little impact.

Aside from a small video developed by CA in Bolivia on its experience with the baseline and some blogs produced by KWCA in Kenya and MV in Madagascar there has been nothing significant in terms of publication in this first year. However, as noted earlier, this will change from October 2025 signalled by a strong presence at the World Conservation Congress.

13. **Safeguarding**



14. Project expenditure

Table 1: Project expenditure during the reporting period (1 April 2024 – 31 March 2025)

Project spend (indicative) since last Annual Report	2024/25 Grant (£)	2024/25 Total Darwin	Variance %	Comments (please explain significant)
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
TOTAL	£704,345.94	£703,453.29		

Table 2: Project mobilised or matched funding during the reporting period (1 April 2024 – 31 March 2025)

	Secured to date	Expected by end of project	Sources
Matched funding leveraged by the partners to deliver the project (£)			IIED core funding
Total additional finance mobilised for new activities occurring outside of the project, building on evidence, best practices and the project (£)			

15. Other comments on progress not covered elsewhere

- Has the design of the project been enhanced over the last year, e.g. refining methods, or exit strategy?

Yes, as noted earlier, we have strengthened the M&E system in two ways:

- Extend the scope of outcome indicators, starting with the baseline, to evaluate improvements in impact on livelihoods.
- Action analysis to generate learning that will help stakeholders to improve the identification and design of actions to improve governance at their site.
- Discuss any significant difficulties encountered during the year and steps taken to overcome these if not already discussed elsewhere.

Nothing in addition to challenges described under lessons learnt.

- Are there any issues you would like to raise with the Darwin Initiative? Please highlight anything sensitive as this can be redacted prior to this report being published.

Given the decision to make major cuts to UK Aid we would appreciate receiving as early as possible advice on how these cuts may affect this project so that we can start developing a mitigation strategy if needed.

Appendix 1: Report of progress and achievements against logframe for Financial Year 2024-2025

Project summary	Progress and Achievements April 2024 - March 2025	Actions required/planned for next period
<p>Impact</p> <p>Transformative change in PCA governance/equity at scale in at least ten countries contributing to better conservation and social outcomes, and systemic power shift towards Indigenous Peoples and local communities</p>	Too soon to see and measure progress at this level	
<p>Outcome At least 70 PCAs across five countries have improved governance/equity, at least 35 have benefits for people and nature, and greater emphasis on equitable governance in national- and global-level policy</p>		
<p>0.1 Number of PCAs with improved governance/equity</p> <ul style="list-style-type: none"> - By March '26 at least 22 - By March '28 at least 70 <p>0.2 Number of people with increased participation in local communities / local management organisations (DI-B05) = an indirect contribution to IPLC well-being:</p> <p>Target: 87,500 IPLC women and 87,500 men having more influence over PCA-related decision-making by end of project</p> <p>0.3 Number of households reporting improved livelihoods, disaggregated by household well-being status and ethnicity (DI-D16) = a direct contribution to well-being of IPLCs</p> <p>Target: 24,500 IPLC women and 24,500 men benefit from more effective mitigation of PCA-related negative social impacts or more equitable sharing of PCA-related benefits by end of project</p> <p>0.4 Number of IPLC (people) with strengthened (recognised/clarified) tenure and/or rights (DI-B06)</p> <p>0.5 At least 20% reduction in incidents of illegal activities at 50% of the 44 sites that started in years one and two</p>	<p>Although actions that address these outcome indicators have started at some sites in year one it is too soon to measure progress at this level of outcomes except for indicator 0.11 and 0.12 on training – see table 1 in Appendix 3.</p> <p>However we are seeing progress in terms of stakeholders at 10 sites having started the prioritisation, planning and initial implementation of actions to improve governance (SAGE phase III) - see Annex 3 and Annex 5 which provides some analysis of stakeholder-led actions for a site in Kenya.</p>	<p>All project activities that have not yet started in year 1 will start in year 2 and contribute in different ways to these 12 outcome indicators</p>

<p>0.6 Increase in hectares of habitat (in this case PCAs) under sustainable management practices (DI-D01).</p> <p>0.7 National Biodiversity Strategies and Action Plans of at least 3 countries include measures for more equitable PCA governance</p> <p>0.8 GBF monitoring framework for target three has an indicator for equitable governance strongly influenced by this project's contribution to IIEDs advocacy work on the GBF.</p> <p>0.9 By March 2028, at least 50 PCAs expressing interest in using SAGE in addition to the 88 that will have started using it.</p> <p>0.10 Funding for SAGE assessment and action in each country from sources other than Darwin</p> <p>0.11 Number of people from key national and local stakeholders completing structured and relevant training (DI-A01)</p> <p>0.12 Number of local/national organisations with improved capability and capacity as a result of project (DI-A03)</p>	<p>see table 1 in Appendix 3.</p> <p>see table 1 in Appendix 3.</p>	
<p>Output 1 SAGE-based assessment and actions for more equitable PCA governance have been successfully implemented at at least 44 sites</p>		
<p>Output indicators</p> <p>1.1 By month 48, all 3 phases of SAGE (preparation, assessment, taking action) successfully implemented in at least 44 sites</p> <p>1.2 By month 24, other agencies at 22 sites across five countries have started a SAGE process that they are themselves funding</p> <p>1.3 By month 24, at least 4 people per country certified by IIED as having knowledge and skills to lead all three phases of SAGE - preparation, assessment, action</p> <p>1.4 A new edition of SAGE manual by month 24</p>	<p>1.1 At this point – end of year 1 – no site has completed all three phases of the SAGE process, but 20 sites have completed phase I (preparation) and II (assessment), and three of our 6 partners covering 10 sites have started on phase II (action phase). See appendix 3.</p> <p>1.2 By the end of March 2025 two sites in Kenya have started a SAGE process supported by another donor.</p> <p>1.3 The certification process has not yet started</p>	<p>Identification of other organisations keen to support a SAGE process at their sites is already underway in Nepal, Madagascar, Kenya, and Tanzania.</p> <p>Certification to start in year 2</p> <p>Manual for SAGE version 3 to be published in January 2026.</p>

Output 2. Increased capacity and motivation of site-level actors to plan, implement and evaluate actions to improve PCA governance and equity		
<p>Output indicator</p> <p>2.1 In each country, 10 men and 10 women engaged in peer-to-peer knowledge sharing by July 2025, and 25 + 25 by July 2027</p> <p>2.2 At least 400 peer-to-peer posts in each country on social media and other learning platforms on improving PCA governance/</p> <p>2.3 In each country at least ten requests by actors from other PCAs and national level to visit PCAs where SAGE is used</p> <p>2.4 Four guides per country for improving PCA governance and equity on four specific themes</p>	<p>2.1 Tanzania component has already met this target with a cross visit to a conservancy in Kenya in March 2025 involving 22 men and 12 women. Likewise a similar number of members of the Lumo Conservancy involved on the Kenyan side. In other countries this activity starts in April 2025.</p> <p>2.2 Too early to see significant progress on this indicator</p> <p>2.3 Too early to see significant progress on this indicator</p> <p>2.4 The Community of Practice meetings from which these guides are developed have not yet started</p>	<p>CoP meetings scheduled for the period May to December 2025 will ensure all countries have exceeded this target by December 2025 if not earlier.</p> <p>Monitoring of peer-to-peer posts and requests for visits starts wef April 2025</p> <p>Community of practice meetings in each country take place May-December 2025.</p>
Output 3. Knowledge on equitable governance of PCAs co-created and communicated to policymakers and practitioners at all levels to accelerate scaling up and the quantity and quality of impact		
<p>3.1. Number of other publications produced by country partners and IIED (DI-C19)</p> <p>3.2. Country partners' publications for a national audience on impact of SAGE on PCA governance, equity, social and conservation outcomes, and policy recommendations</p> <p>3.3. Presentations of project results and experience at relevant national, regional and global events and audience reaction</p>	<p>3.1 Each partner has finalised their communication strategies including a number of publications for external audiences planned for years 2-4. None yet published other than in Bolivia where Conservation Amazonica has reprinted reports the four SAGE assessments that were conducted before the start of the project and now adopted by the project as its four demonstration sites.</p> <p>3.2 As above.</p> <p>3.3 National partners have been discouraged from doing presentations in year 1 while we build evidence of the effectiveness of actions to improve governance, ie that SAGE is not just another study.</p>	<p>Partners in each country will publish a report of each of the four SAGE assessment at demonstration sites for an external audience - similar to that already produced by CA in Bolivia (by Sept. 2025)</p> <p>Partners are expected to be presenting project results at relevant national fora at least twice in 2025.</p> <p>Applications submitted for 3 events at World Conservation Congress in October 2025. Awaiting results. Project results will also be presented in pavillion co-hosted by IIED</p>

Appendix 2: Project's full current logframe as presented in the application form

Project Summary	SMART Indicators	Means of Verification	Important Assumptions
Impact: Transformative change in PCA governance/equity at scale in at least ten countries contributing to better conservation and social outcomes, and systemic power shift towards Indigenous Peoples and local communities			
Outcome: At least 70 PCAs across five countries have improved governance/equity, at least 35 have benefits for people and nature, and greater emphasis on equitable governance in national- and global-level policy	<p>0.1 Number of PCAs with improved governance/equity</p> <ul style="list-style-type: none"> - By March '26 at least 30 - By March '28 at least 70 <p>0.2 Number of people with increased participation in local communities / local management organisations (DI-B05) = an indirect contribution to IPLC well-being:</p> <p>Target: 87,500 IPLC women and 87,500 men having more influence over PCA-related decision-making by end of project</p> <p>0.3 Number of households reporting improved livelihoods, disaggregated by household well-being status and ethnicity (DI-D16) = a direct contribution to well-being of IPLCs</p> <p>Target: 24,500 IPLC women and 24,500 men benefit from more effective mitigation of PCA-related negative social impacts or more equitable sharing of PCA-related benefits by end of project</p>	<p>0.1 Key informant interviews and outcome harvesting that are conducted by site-level actors as part of the SAGE process itself. Note: outcome harvesting retrospectively creates a baseline.</p> <p>0.2 Rapid household survey conducted in two demonstration sites early in year one (creating the baseline) and three years later in mid-year four,, plus focus group discussions.</p> <p>0.3 Household survey as for 0.2</p>	<p>Similar processes of scaling up SAGE-based assessment and action take place in at least 5 other countries by end of project and many more thereafter.</p> <p>CBD parties support strong equitable governance provisions in future decisions on implementation of target 3/30*30 target</p> <p>Usage of SAGE continues to be an indicator in the monitoring plan of the Global Biodiversity Framework.</p>

	<p>0.4 Number IP&LC with strengthened (recognised/ clarified) tenure and/or rights (DI-B06)</p> <p>0.5 At least a 20% reduction in incidents of illegal activities at 50% of the 44 sites that started in years one and two</p> <p>0.6 Increase in hectares of habitat (in this case PCAs) under sustainable management practices (DI-D01).</p> <p>0.7 National Biodiversity Strategies and Action Plans of at least 3 countries include measures for more equitable PCA governance</p> <p>0.8 GBF monitoring framework for target three has an indicator for equitable governance strongly influenced by this project's contribution to IIEDs advocacy work on the GBF.</p> <p>0.9 By March 2028, at least 50 PCAs expressing interest in using SAGE in addition to the 88 that will have started using it.</p> <p>0.10 Funding for SAGE assessment and action in each country from sources other than Darwin</p> <p>0.11 Number of people from key national and local stakeholders completing structured and relevant training (DI-A01)</p> <p>0.12 Number of local/national organisations with improved capability and capacity as a result of project (DI-A03)</p>	<p>0.4 Household survey as for 0.2, plus key informant interviews with PCA managers and other relevant actors</p> <p>0.5 a) Review PCA law enforcement records for the site in year 1 (baseline) and year 4, and b) outcome harvesting on a 20% sample of sites which retrospectively creates a baseline.</p> <p>0.6 For each site review PCA management records and analyse remote sensing data for a time just before SAGE was started (baseline) and in the last 6 months of the project.</p> <p>0.7 Review of National Biodiversity Strategies and Action Plans of each country created or modified after the start of the project</p> <p>0.8 Review of decisions and guidance approved by CBD Parties from year 2 of the project</p> <p>0.9 Review email of partners to identify organisations interested in using SAGE where they work</p> <p>0.10 Key informant interviews in years 2 and 4 to identify funding that has been secured for SAGE in addition to that of the project.</p> <p>0.11 Reports by project staff from every training event supported by the project during project lifetime</p> <p>0.12 Interviews with key informants from every site six months after an assessment has been done</p>	
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<p>Outputs:</p> <p>1. SAGE-based assessment and actions for more equitable PCA governance have been successfully implemented at a total of at least 44 sites</p>	<p>1.1 By month 48, all 3 phases of SAGE (preparation, assessment, taking action) successfully implemented in at least 44 sites</p> <p>1.2 By month 24, other agencies at 22 sites across five countries have started a SAGE process that they are themselves funding</p> <p>1.3 By month 24, at least 4 people per country certified by IIED as having knowledge and skills to lead all three phases of SAGE - preparation, assessment, action</p> <p>1.4 A new edition of SAGE manual by month 24</p>	<p>Note that baseline level is zero for all output level indicators unless indicated otherwise.</p> <p>1.1 Review assessment reports, actions plans and progress reports from each site</p> <p>1.2 Key informant interviews with actors receiving technical support</p> <p>1.3 Review IIED's SAGE facilitators database for facilitators in the projects five countries.</p> <p>1.4 Review SAGE manual and download data for the manual</p>	<p>For the scaling up of SAGE to new PCA sites in years two and three the project will provide capacity building and technical support without charge but other agencies working at these sites will cover the field costs of all three phases of SAGE</p> <p>Scaling up to new PCA sites in year four will take place without the project providing any financial, capacity building or other technical support.</p> <p>Changes in NBSAP and /or other national policy enable SAGE scaling up and better conservation and social outcomes</p> <p>Existing national policy related to PCAs is not changed in a way that adversely affects the project.</p> <p>Influential conservation organisations in each country encourage the use of SAGE</p> <p>Knowledge and evidence generated by this project is used by IIEDs Conservation, Communities and Equity programme, and global partners – notably the Human Rights and Biodiversity Working Group, and IUCN World Commission on Protected Areas – to strengthen global level policy on equitable governance in the area-based conservation (ie PCAs)</p>
<p>2. Increased capacity and motivation of site-level actors to plan, implement and evaluate actions to improve PCA governance and equity</p>	<p>2.1. In each country, 10 men and 10 women engaged in peer-to-peer knowledge sharing by end year 1, and 25 + 25 by end of year 3</p> <p>2.2. At least 400 peer-to-peer posts in each country on social media and other learning platforms on improving PCA governance/</p> <p>2.3. In each country at least ten requests by actors from other PCAs and national level to visit PCAs where SAGE is used</p> <p>2.4. Four guides per country for improving PCA governance and equity on four specific themes</p>	<p>2.1. Reporting of knowledge sharing activities in project progress reports</p> <p>2.2. Survey of participants in PCA governance and equity community of practice</p> <p>2.3. Project reports</p> <p>2.4. Review the guides and download data</p>	
<p>3. Knowledge on equitable governance of PCAs co-created and communicated to policymakers and</p>	<p>3.1. Number of other publications produced by country partners and IIED (DI-C19)</p>	<p>3.1. Review publications and their download data</p>	

practitioners at all levels to accelerate scaling up and the quantity and quality of impact	<p>3.2. Country partners' publications for a national audience on impact of SAGE on PCA governance, equity, social and conservation outcomes, and policy recommendations</p> <p>3.3. Presentations of project results and experience at relevant national, regional and global events and audience reaction</p> <p>3.4. IIED-led publications for regional and global audiences including:</p> <ul style="list-style-type: none"> - IIED working paper on scaling up SAGE - IIED research report on conservation and social outcomes of improving equity - Four IIED policy briefings - Peer-reviewed journal paper <p>3.5. Reference to SAGE in submissions to CBD and CBD decisions, and publications of major international agencies (e.g. IUCN, UNEP, GEF)</p>	<p>3.2. As for 3.1</p> <p>3.3. Review presentations, meeting reports and interviews of participants</p> <p>3.4. Review the publications and their download data</p> <p>3.5. Review relevant documents</p>	
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Activities

- 1.1. Provide training, technical and financial support for the SAGE preparation and assessment phases (steps 1.1-2.4) at four demonstration sites per country (six in Madagascar)
- 1.2. Provide training, technical support and limited financial support for the action phase of SAGE (steps 3.1-3.4) at four demonstration sites per country (six in Madagascar)
- 1.3. Provide training and technical support (but not financial support) for the use of SAGE (steps 1.1-3.4) at four additional sites (six in Madagascar)
- 1.4. Develop and test tools to improve SAGE, notably for action planning (step 3.2) and monitoring progress (step 3.4), and update the SAGE manual
- 1.5. Develop and deliver training on key governance and equity issues for actors at each site, e.g. respect for rights, participation in decision making, transparency/accountability and benefit sharing, grievance mechanisms, leadership
- 2.1. Facilitate a community of practice at national, regional or landscape level for peer-to-peer knowledge sharing and motivation, including thematic workshops, exchange visits, social media and other online knowledge sharing platforms and tools
- 2.2. Develop country-specific guides for addressing specific governance and equity issues of that country drawing on knowledge and learning emerging from the community of practice
- 2.3. Develop and promote innovative schemes to motivate site-level actors to improve governance and equity including showcasing success and linkage to IUCN Green List
- 2.4. Support a global scheme to promote and recognise excellence in improving PCA governance and equity, building on any existing schemes
- 3.1. Evaluate the conservation and social outcomes of using SAGE, and impact pathways, using outcome harvesting, process tracing and other relevant impact evaluation methods
- 3.2. Analyse processes of adoption of SAGE by sites additional to demonstration sites, including enabling conditions and barriers, and apply this to accelerate uptake of governance assessment and action in each country
- 3.3. Generate and share at national, regional and global levels knowledge on improving PCA governance and equity at scale and pathways to conservation and social outcomes

	Activity	No. of months	Year 1 (24/25)				Year 2 (25/26)				Year 3 (26/27)				Year 4 (27/28)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1																		
1.1	Provide training, technical and financial support for the SAGE preparation and assessment phases (steps 1.1-2.4) at four demonstration sites per country (six in Madagascar)	12																
1.2	Provide training, technical support and limited financial support for the action phase of SAGE (steps 3.1-3.4) at four demonstration sites per country (six in Madagascar)	36																
1.3	Provide training and technical support (but not financial support) for the use of SAGE (steps 1.1-3.4) at four additional sites (six in Madagascar)	39																
1.4	Develop and test tools to improve SAGE, notably for action planning (step 3.2) and monitoring progress (step 3.4), and update the SAGE manual	21																
1.5	Develop and deliver training on key governance and equity issues for actors at each site, e.g. respect for rights, participation in decision making, transparency/accountability and benefit sharing, grievance mechanisms, leadership	18																
Output 2																		
2.1	Facilitate a community of practice at national, regional or landscape level for peer-to-peer knowledge sharing and motivation, including thematic workshops, exchange visits, social media and other	39																

	Activity	No. of months	Year 1 (24/25)				Year 2 (25/26)				Year 3 (26/27)				Year 4 (27/28)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	online knowledge sharing platforms and tools																	
2.2	Develop country-specific guides for addressing specific governance and equity issues of that country drawing on knowledge and learning emerging from the community of practice	36																
2.3	Develop and promote innovative schemes to motivate site-level actors to improve governance and equity including showcasing success and linkage to IUCN Green List	36																
2.4	Support a global scheme to promote and recognise excellence in improving PCA governance and equity, building on any existing schemes	39																
Output 3																		
3.1	Evaluate the conservation and social outcomes of using SAGE, and impact pathways, using outcome harvesting, process tracing and other relevant impact evaluation methods	30																
3.2	Analyse processes of adoption of SAGE by sites additional to demonstration sites, including enabling conditions and barriers, and apply this to accelerate uptake of governance assessment and action in each country	42																
3.3	Generate and share at national, regional and global levels knowledge on improving PCA governance and equity at scale and pathways to conservation and social outcomes	36																

Table 1 Project Standard Indicators

Please see the Standard Indicator guidance for more information on how to report in this section, including appropriate disaggregation.

DI Indicator number	Name of indicator	If this links directly to a project indicator(s), please note the indicator number here	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total to date	Total planned during the project
DI-BO5	Number of people with increased participation in local communities / local management organisations	0.2	Too early to report on this indicator						
DI-D16	Number of households reporting improved livelihoods, disaggregated by household well-being status and ethnicity	0.3	Too early to report on this indicator						
DI-B06	Number of IP&LCs with strengthened (recognised/ clarified) tenure and/or rights	0.4	Too early to report on this indicator						
DI-D01	Increase in hectares of habitat (in this case PCAs) under sustainable management practices	0.6	Too early to report on this indicator						
DI-A01	Number of people from key national and local stakeholders completing structured and relevant training	0.11	people	Sex	933 men + 371 women			1304	
DI-A03	Number of local/national organisations with improved capability and capacity as a result of project	0.12	organisation		13			13	

Table 2 Publications

Title	Type (e.g. journals, best practice manual, blog post, online videos, podcasts, CDs)	Detail (authors, year)	Gender of Lead Author	Nationality of Lead Author	Publishers (name, city)	Available from (e.g. weblink or publisher if not available online)
Nothing significant (by design)						

Checklist for submission

	Check
Different reporting templates have different questions, and it is important you use the correct one. Have you checked you have used the correct template (checking fund, scheme, type of report (i.e. Annual or Final), and year) and deleted the blue guidance text before submission?	yes
Is the report less than 10MB? If so, please email to BCF-Reports@niras.com putting the project number in the Subject line.	Yes
Is your report more than 10MB? If so, please consider the best way to submit. One zipped file, or a download option, is recommended. We can work with most online options and will be in touch if we have a problem accessing material. If unsure, please discuss with BCF-Reports@niras.com about the best way to deliver the report, putting the project number in the Subject line.	
Have you included means of verification? You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	Yes
Have you provided an updated risk register? If you have an existing risk register you should provide an updated version alongside your report. If your project was funded prior to this being a requirement, you are encouraged to develop a risk register.	N/A
If you are submitting photos for publicity purposes, do these meet the outlined requirements (see Section 16)?	N/A
Have you involved your partners in preparation of the report and named the main contributors	Yes
Have you completed the Project Expenditure table fully?	Yes
Do not include claim forms or other communications with this report.	