

Ex-post evaluation

Preservation of the Taï National Park, Côte d'Ivoire

Title	Preservation of the Taï National Park		
Sector and CRS code	Biodiversity (4103000)		
Project number	2008.66.640		
Commissioned by	Federal Ministry for Economic Cooperation and Development (BMZ)		
Recipient/Project-executing agency	Ministère de l'Economie et des Finances (MEF) / Office Ivoirien des Parcs et Réserves (OIPR)		
Project volume/ Financing instrument	EUR 3.0 million		
Project duration	Implemented between 2011–2015		
Year of report	2023	Year of random sample	2019

Objectives and project outline

The objective on outcome-level was adjusted as part of the evaluation and reformulated as: The management of the Taï National Park (TNP) has been improved, taking into account the needs of local residents. At impact level, the updated objective was to improve the protection of biodiversity in selected areas of Côte d'Ivoire.

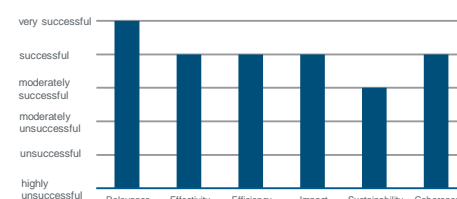
The project comprised two components: (1) direct financing, in particular of running costs for TNP's management, of biomonitoring activities, as well as of the rehabilitation of infrastructure and measures to benefit the local population, and (2) the continued establishment of an Ivorian nature conservation foundation to ensure long-term financing.

Key findings

Based on the results, the project is rated as successful overall.

- By protecting biodiversity, the project addressed a highly relevant issue both locally and globally.
- The project was able to achieve substantial impacts at outcome and impact level. This includes both the protection of endangered animal species and the prevention of deforestation in the Taï National Park. This not only benefits local residents, but also the entire global population thanks to the indirect climate change mitigation effects.
- The project contributed to the establishment of an internationally recognised nature conservation foundation with exemplary character. Professional management of the foundation and FC support were key success factors. The foundation has made a significant contribution to the financing of Taï National Park, even after the project's completion.
- A stringent impact logic and implementation modalities appropriate to the situation inter alia as a cooperative project as well as strong executing agencies/partners played a significant role in the efficient achievement of objectives. The needs of the local residents could have been placed more strongly in focus. This includes, in particular, the development and implementation of international environmental and social standards, including human rights and gender-relevant aspects.
- A significant weak point of the project is the financing of reinvestments and maintenance investments that are not covered by the foundation. It lacked an obligation of the partners to cover these costs with other, sufficient sources of finance even after the project was completed.

Overall rating:
successful



Conclusions

- Depending on the strength of project partners, a longer-term funding of nature conservation projects contributes to the success of a multi-phase commitment.
- Adequate consideration of the needs of the local population, in particular via environmental and social standards, is a key success factor.
- Professional management experience and FC support are essential, especially when setting up a nature conservation foundation.
- The financing requirements for re- and maintenance investments must also be covered in the long-term after the end of the commitment.

Ex post evaluation – rating according to OECD-DAC criteria

Public awareness of the importance of biodiversity protection for humanity has increased in the past decade. Population growth in the peripheral zones surrounding conservation areas and the associated need to secure people’s livelihoods increase the pressure of use on conservation areas. At the same time, the realisation that only participatory protected area management can be successful over the long term has established itself. These framework conditions also apply to Taï National Park, which was supported as part of the project.

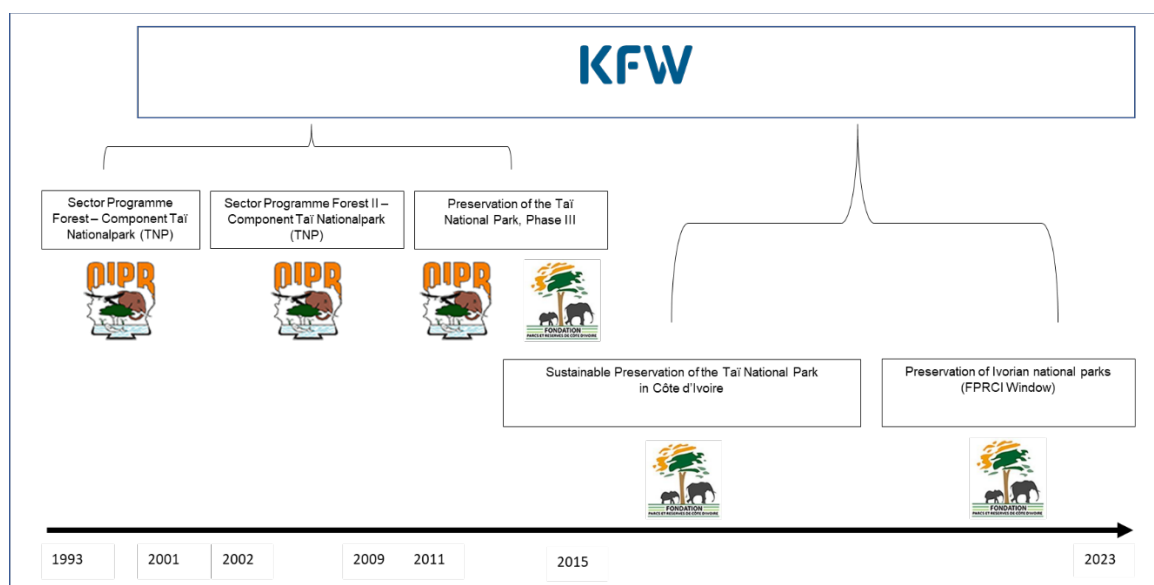
At around 5,360 square kilometres, the Taï National Park (TNP) in the south-western part of Côte d’Ivoire is the last and largest remaining rainforest area in West Africa. It is home to a wide variety of, in part, endemic animal and plant species¹ and was included in the list of biosphere reserves in 1978. It was classified as a UNESCO World Heritage Site in 1982. Since 2014, the International Union for the Conservation of Nature (IUCN) has classified TNP as “good with some concerns”. Due to the high influx of population to its peripheral / buffer zone, the pressure of use on TNP has also increased in recent years, jeopardising its functions for the conservation of biodiversity and global climate change mitigation.

The project was originally planned as a multi-donor programme, but the majority of donors withdrew from the sector or from Côte d’Ivoire during the socio-political crises in Côte d’Ivoire (2000–2011). During this period, German Financial Cooperation (FC) maintained its commitment to protecting and maintaining TNP in close cooperation with German Technical Cooperation (TC). The project to be evaluated was designed and implemented as a co-operation project with GIZ (known as GTZ at the time).

Brief description of the project

The Taï National Park was supported by German FC from 1993 to 2015 through direct financing from the responsible Ivorian nature conservation authority “Office Ivoirien des Parcs et Réserves (OIPR)” as part of the successive projects “Sector Programme Forest I and II” (Figure 1).

Figure 1: FC-financed projects to support the Taï National Park



Source: Data from KfW database, own data.

In 2015, direct promotion under German FC ended with the third project evaluated in this report. It was continued through the financing of the nature conservation foundation “Fondation des Parcs et Réserves en Côte d’Ivoire”

¹ It is home to around half of the remaining forest area of the Upper Guinea Forest and approx. 93% of all species of West African forest fauna, including forest elephants, chimpanzees and the rare pygmy hippopotamus.

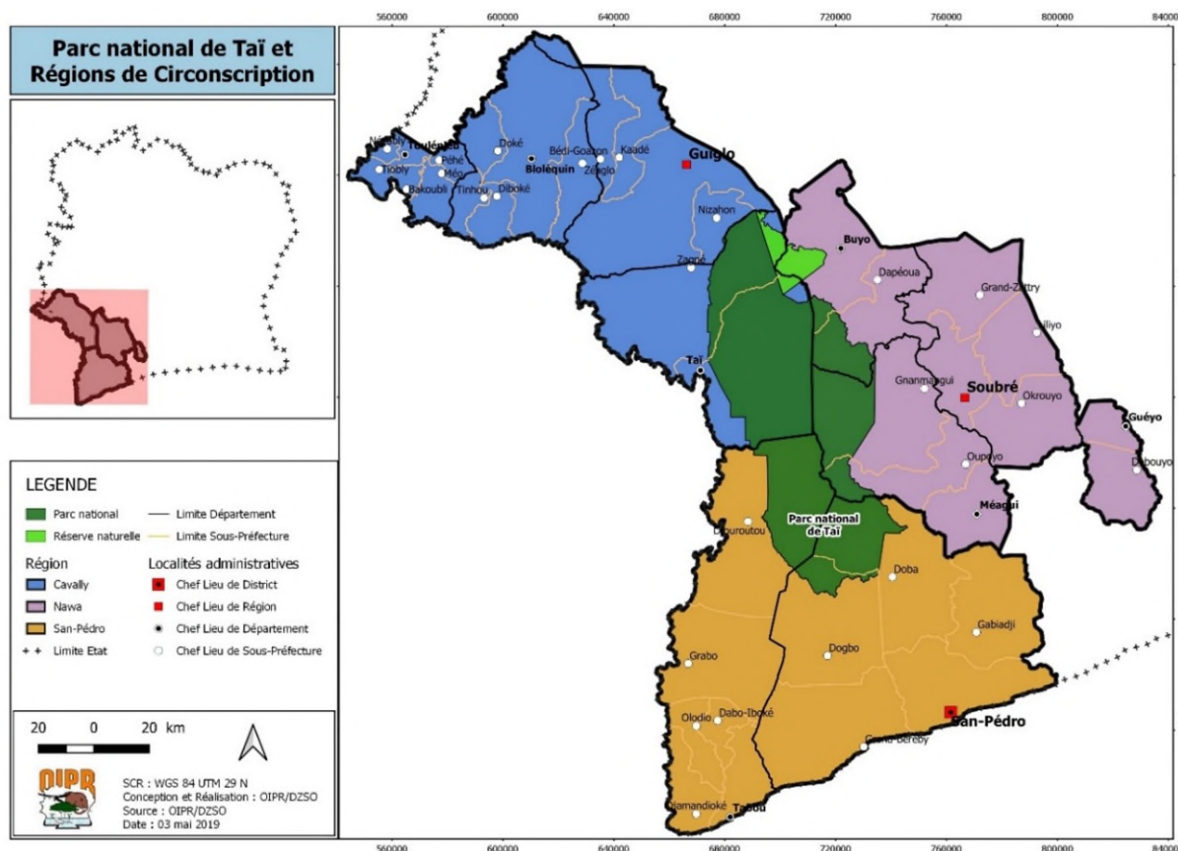
(FPRCI). FPRCI was and is supported by German FC through several contributions to the foundation's capital and is financing in particular the running costs of TNP through the capital income generated.

The objective of the project at the time of design was the sustainable management of Taï National Park and its protection from destructive human influence. To achieve the goal, the project included two components: (1) the direct financing of selected costs of the Taï National Park through the Ivorian Parks and Reserves Authority (OIPR) and (2) the support for the further development of FPRCI.

Component 1 financed in particular the (participatory) creation of management plans and strategies, the marking of park boundaries, significant running costs of TNP, activities for biomonitoring and the promotion of ecotourism, as well as small projects for selected local residents of TNP. Component 1 accounted for around 90% of the project's funds. As part of the second component, consulting activities contributed mainly to the further development of the FPRCI foundation and thus to the establishment of a sustainable financing mechanism for TNP (as well as other Ivorian protected areas). Component 2 accounted for around 10% of the project's financial volume. Due to its financing share, the evaluation focuses on Component 1.

The target group was the local population in the periphery of the park (Figure 2), who live primarily from agriculture in an area of underdeveloped infrastructure. To the west of the park area, the farms were mostly characterised by subsistence production, east and south of the park by the cultivation of permanent crops, especially cocoa, rubber and palm oil. The intent was that local residents should benefit from the economic advantages of preserving biodiversity and developing potential sources of income (participatory park management, small-scale projects, eco-tourism, etc.). The target group comprised around 800,000 people at the time of project design. Due in particular to migration movements, the target group grew to around 845,000 people in the following years (2014); current population figures could not be determined as part of the evaluation.

Figure 2: Map of Taï National Park



Source: OIPR (2023).

Table 1: Breakdown of total costs

		Project appraisal (2009) (planned)	Final inspection / ex post evaluation (2017/2023) (actual)
Investment costs (total)	EUR million	3.0	5.3
Counterpart contribution	EUR million	0.0	0.5
Debt financing	EUR million	3.0	4.8
<i>Of which budget funds Project to be evaluated</i>	<i>EUR million</i>	<i>3.0</i>	<i>3.0</i>
<i>Of which budget funds (debt swap)</i>	<i>EUR million</i>	<i>0.0</i>	<i>1.8</i>

Source: KfW data, own presentation.

Rating according to OECD-DAC criteria

Relevance

Policy and priority focus

The project was fully in line with the policies and priorities of Côte d'Ivoire at the time of design.² The commitment of Côte d'Ivoire to the maintenance and development of the national network of protected areas is reflected in its international commitments, in particular under the Convention on Biodiversity, which entered into force in 1993.

The fundamental objective of the project, the protection of Taï National Park, is also fully in line with current Ivorian policy. From today's perspective, nature conservation has gained even greater importance for the Côte d'Ivoire, which is reflected in the Ivorian government's signing of the "Global Biodiversity Framework" with its ambitious nature conservation goals as part of the 15th Biodiversity Conference at the end of 2022. The goal of protecting Ivorian conservation areas and the surviving forest areas is reflected in the Ivorian Nationally Determined Contributions (NDCs), both in the area of mitigation and adjustment. In addition, the preservation of forest resources is one of four objectives of Pillar 5 "Un développement régional équilibré est effectif tout en préservant l'environnement et en luttant contre le changement climatique" of the Ivorian Development Plan [Plan National de Développement (PND) 2021–2025].

The project corresponded to and corresponds to the German DC targets for the protection of biodiversity, which are expressed, among other things, by a) the "Global Biodiversity Framework", b) the 2030 Agenda with the project's contribution to Sustainable Development Goals Nos. 15, 13 and 1 (also see the paragraph on the 2030 Agenda), c) the Federal Ministry for Economic Cooperation and Development (BMZ) "Biological Diversity" sector concept and its recommendations for action, as well as d) the "One Health" strategy.

Focus on needs and capacities of participants and stakeholders

The threat to the Taï National Park ecosystem was already identified as a core problem in the appraisal of the first phase of the project in 1989 and was retained for the project evaluated here, which was planned in 2009. The core problem, the threat to Taï National Park, was severe at the time of the project appraisal, especially with regard to the consequences of the crisis decade between 2000 and 2011, and it is even worse today. The Taï National Park continues to be heavily threatened by illegal human activities such as poaching, gold mining and clearing.

The fact that TNP is the last and largest remaining rainforest area in West Africa also confirms the appropriateness of the selection of the project region.

² In particular, Law No. 2002-102 from 11 February 2002 on the establishment, administration and financing of national parks and conservation areas: "Loi spécifique no. 2002–102 du 11 février 2002 portant sur la création, la gestion et le financement des Parc Nationaux et Réserves".

The project's target group, which consists of at least around 845,000 residents of Taï National Park, is affected by the protected area in several respects.³ On the one hand, they are affected by the restrictions on access and use of the park areas, such as strictly regulated access, restricted/prohibited hunting activities, fisheries, crop harvesting and also agricultural use. On the other hand, they benefit from the ecosystem services of the protected area, inter alia in the form of positive effects on the regional climate and local precipitation volumes. The project conceptually addressed a selective compensation for the restrictions on use, including activities for the promotion of tourism and other income-generating measures (including employment with OIPR as a park ranger, etc.). It is important to note that the project's aspirations are neither the same as those of a regional development project nor can they be, and that improving the living conditions of the local residents was conceptually not a main objective.

Gender and human rights aspects could have been taken into account more strongly according to today's standards in order to introduce the executing agency to international environmental and social standards at an early stage (e.g. development of a complaints mechanism). The need for participation of the local population was taken into account via the opportunities for participation in the preparation and implementation of management plans and the idea of setting up Village Associations for Conservation and Development (Associations Villageoises de Conservation et de Développement – AVCDs). Overall, the project evaluated here benefited from the already established structures and capacities from the previous projects, in particular OIPR.

During project planning, the ESIA identifier C with "no need for action" was assigned. This no longer corresponds to today's understanding of the potential risks associated with the project. Particularly in view of the fact that park rangers and also illegal actors in the park (e.g. poachers, gold miners, etc.) are or may be armed, violent confrontations cannot be ruled out. A classification in category B+ therefore seems appropriate at present.

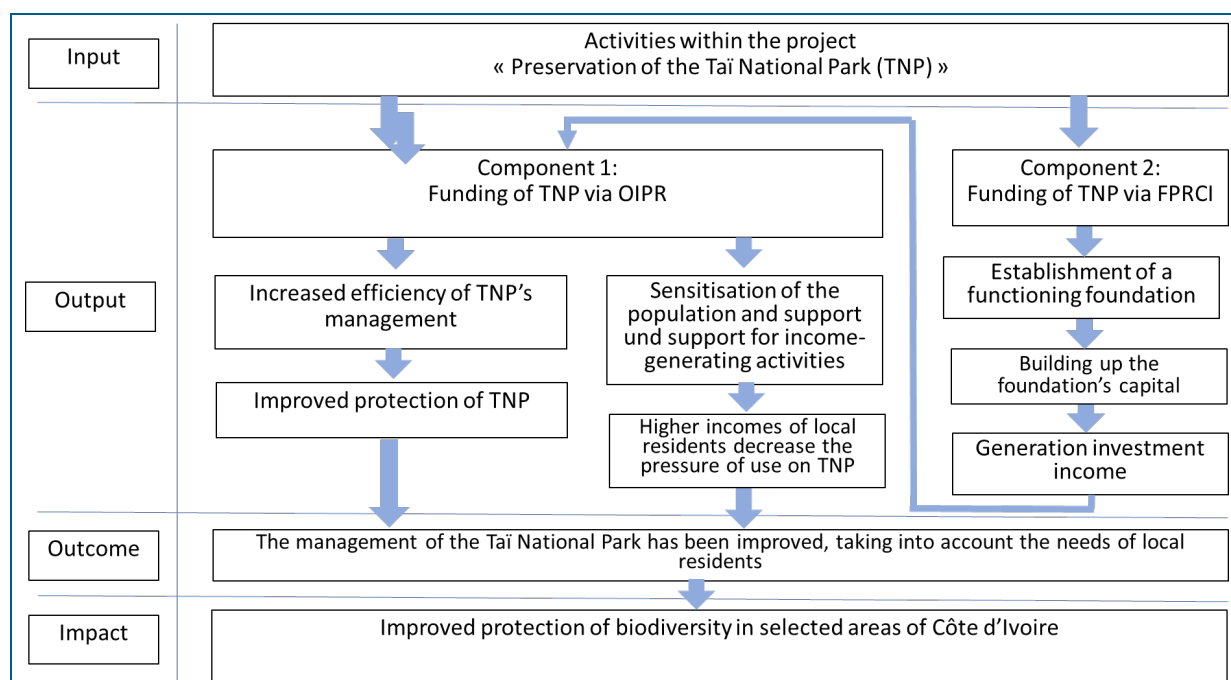
Appropriateness of design

No explicit impact logic was formulated for the project as part of project planning. Figure 3 shows the project's impact logic (Theory of Change (ToC)) developed as part of the evaluation.

As part of Component 1 (direct promotion of protected area management), the project funds contribute to the financing of the protection measures to be implemented by OIPR in Taï National Park. The provision of funds enables OIPR to implement the activities for the protection of Taï National Park and for the benefit of local residents (income generation and awareness-raising measures) provided for in the valid management plan (Plan d'Aménagement et Gestion du PNT) and the annual operational plans (output). This achieves the protection and use objectives, protecting biodiversity while taking into account the needs of local residents (outcome). This contributes to the preservation of forest cover in the protected areas (in this case in TNP), thus indirectly contributing to climate protection and improving the living conditions of the local residents (impact). The activities of Component 2 create the conditions for establishing the functional FPRCI and thus for sustainable financing of TNP's running costs. The activities included in the project are integrated into the impact logic for the provision of funds for the benefit of OIPR. Overall, the impact logic also appears coherent from today's perspective, as the project adequately addresses the core problem of usage pressure on TNP, the executing agency's financial requirements and the needs of the local population. As in comparable projects, the transition between the individual levels is not always distinct.

³ The figure is based on a 2014 census (source: OIPR 2020). Due to continued migration, a higher population is to be expected at the time of the EPE. It was not possible to determine current data, including on the composition of the population, during the EPE. Major autochthonous populations include the Krou, Kroumen, Oubi, Guéré and Bété, each with several subgroupings.

Figure 3 Impact logic of the project (Theory of Change)



Source: own data

The impact logic is based on the two components envisaged during project planning and takes into account the target formulation, which was updated compared to the original version of the impact matrix (see the section on “Effectiveness”).

The design of the project was and is suitable for achieving the objectives of the current DC programme, which is available in a draft version at the time of the evaluation (also see the section on “Internal coherence”). The basic design of the programme with the division into two components was also appropriate with regard to the funds allocated to the components. It took into account a holistic approach based on the experience of previous projects for the promotion of TNP. It is critical to note that individual aspects of sustainability, such as the issue of the financing of reinvestments (see the section on “Sustainability”), were not sufficiently taken into account. It remains subject to discussion to which extent the FC contribution of the project and the resulting opportunities were sufficient to provide compensation for the usage restrictions via measures benefiting local residents (also see the paragraph on “Effectiveness”).

The relevant Ivorian institutions were selected with OIPR and FPRCI.⁴ In principle, the participatory approaches were suitable for mitigating potential conflicts of objectives between conservation and economic development.

Response to changes/adaptability

There were no serious changes to the framework conditions during the implementation of the project. Direct risks were not explicitly described in the concept; the entire risk situation was only described as “high” with “low” influenceability.

Particular emphasis should be placed on possible risks for the local population arising from the existence and management of the promoted protected areas, for example through the restriction of access to natural resources and the associated effects on securing livelihoods. Other aspects concern possible attacks by protected area

⁴ OIPR is responsible for the management of TNP, among other things. OIPR was established on the basis of the 2002 Law on Nature Conservation Management and Financing. OIPR is a public institution under the Ministry of the Environment and Sustainable Development (Ministère de l’Environnement et du Développement Durable – MINEDD) with administrative and financial autonomy. The south-west zone management (DZSO) of OIPR is responsible for managing TNP. Based on the 2002 Law, FPRCI has been entrusted with long-term stable financing of Ivorian protected area management since its founding in 2003. Legally, FPRCI is a private, non-profit institution based in Abidjan, which has been recognised as a non-profit since 2009. The foundation is subject to the Ivorian law on the administration and financing of national parks and nature reserves.

staff or involved third parties on local residents, for example in the context of anti-poaching measures, or insufficient respect for the consultation and co-management rights of the local population, in particular the collective rights of indigenous groups. As part of the evaluation, no information has been disclosed that serious risks would have occurred during the implementation of the project, so no resulting adjustments had to be made to the design (also see the section on “Effectiveness”).

However, interview partners noted that the approach of participation via the establishment of AVCDs did not have the desired success towards the end of the term of the project, as only a few of the originally constituted 80 AVCDs were active. Subsequently, in cooperation with GIZ, OIPR decided to focus more on the initiative of local communities when implementing local measures.

Summary of the rating:

Due to the high thematic relevance both in the Ivorian and global context of the protection of public goods, biodiversity and climate, the core problem and the design were and are highly relevant at the time of the project’s planning. Against the background of the increasing importance of biodiversity and climate action in recent years and the increased threat to the integrity of TNP, measured by deforestation in the context of TNP, the core problem and the design are of very high relevance from today’s perspective. The limiting factor is that, from today’s perspective, gender and human rights issues were not addressed enough. Nevertheless, the relevance of the project is rated as very successful and significantly above expectations, also taking into account the fact that a sustainable financing approach was created with the development of the foundation.

Relevance: 1

Coherence

Internal coherence

The project’s design was based on the two previous phases of the FC project for the Taï National Park.

Against the background of the close cooperation with the parallel TC project, it was designed as a cooperation project, which was specifically demonstrated by the fact that GIZ (at the time known as GTZ) was in charge of implementing Component 1 (direct promotion of TNP). According to the responsible participants, the cooperation went well, which enabled the synergy potential between FC and TC projects to be exploited.

The project’s objective was and is suitable for contributing to the achievement of the objectives of the current draft DC programme [“Protected areas and forests have been restored and are being preserved; they are used sustainably (ecologically, economically and socially) as essential components of landscapes”].⁵ The project contributes specifically to the “Biodiversity” area of intervention by making an important contribution to the preservation of TNP.

The project was in line with the objectives of German-Ivorian cooperation at the time (and today), which is also manifested in the G20 Compact with Africa initiative. After the end of the project, promotion of TNP continued as planned via FPRCI, which was supported as part of the project. FPRCI has been and is being promoted as a complementary partner through FC projects. This includes the capitalisation of FPRCI⁶ and the establishment of a cross-border “corridor” to connect TNP with the rainforests in Grebo and in Sapo National Park (both protected areas in Liberia).⁷ The project was (and is) coherent with the FC and TC projects at the time and today⁸.

⁵ The DC programme “Protection of livelihoods, biodiversity and forests in Côte d’Ivoire” is being revised at the time of the evaluation.

⁶ Within the scope of two debt conversion projects, [“Sustainable conservation of Taï National Park in the Republic of the Ivory Coast” (BMZ no. 2010.6685.8) and “Sustainable conservation of Comoé National Park in Côte d’Ivoire” (BMZ no. 2014.65.004)], funds were provided by the Ivorian government to build up permanent FPRCI foundation capital. Additional capital was provided by AFD.

⁷ “Protection and sustainable conservation of biodiversity in the Taï-Grebo-Sapo forest complex”, BMZ No. 2012 66 618 and “Preservation of Ivorian National Parks (FPRCI Foundation Window)”, BMZ No. 2021 68 209

⁸ “Strengthening governance and sustainable management of natural resources in the Comoé and Taï regions” (Pro2GRN), BMZ no. 2018.2242.8 and “Renforcer la connectivité écologique dans le complexe Taï-Grebo-Sapo” BMZ no. 2016.2248.9.

The project was inter alia flanked by a WWF Germany project in TNP financed by the German Federal Ministry for Economic Cooperation and Development (BMZ), among other things. WWF commissions the Wild Chimpanzee Foundation (WCF) to implement selected measures, which were closely coordinated with German involvement via OIPR.

The implementation of the project is in line with the 1992 Convention on Biodiversity (CBD) and the 2015 Paris Agreement, as well as the corresponding follow-up agreements. At the time of project planning, there was neither a binding human rights concept nor the corresponding Federal Ministry for Economic Cooperation and Development (BMZ) guidelines, which were issued in 2011 and 2013. Since the end of the project, OIPR and FPRCI have been working with support from German DC to close existing gaps in environmental and social standards in international development cooperation.

External coherence

The Ivorian government supported (and continues to support) OIPR from budget funds to carry out sovereign tasks in protecting TNP, in particular through the payment of salaries of OIPR employees. Even though Ivorian public financing only covers a small proportion of the total costs of PNT, the principle of subsidiarity was (and still is) respected, as the project effectively supports the activities of the Ivorian government.

The project was originally planned as a multi-donor programme, but the majority of donors withdrew from the sector or from Côte d'Ivoire during the socio-political crises in Côte d'Ivoire (2000–2011). The project was implemented through the management of OIPR as part of the preparation and implementation of the annual operational plans, which transparently present the various activities and sources of financing. Cooperation in the implementation phase of the project was highly complementary, particularly with the WCF. After the project was completed, both OIPR and FPRCI were and continue to be financed by other donors (including AFD and the World Bank). The activities of the various donors were and are largely coordinated with one another through appropriate planning and management agreements, including as part of sector-specific donor meetings.

Summary of the rating:

In summary, it can be stated that both the internal coherence (due to the successful implementation as a cooperation project) and the external coherence of the project (due to the structural annual planning by OIPR) can be rated as successful.

Coherence: 2

Effectiveness

Achievement of (intended) targets

The updated outcome-level objective underlying the evaluation is: "The management of the Taï National Park has been improved, taking into account the needs of local residents." To measure the (updated) target achievement, two of the three original indicators were adjusted in order to adequately take into account both components of the project. The achievement of the updated target at outcome level is summarised in the table below:

Table 2: Achievement of the indicators at outcome level

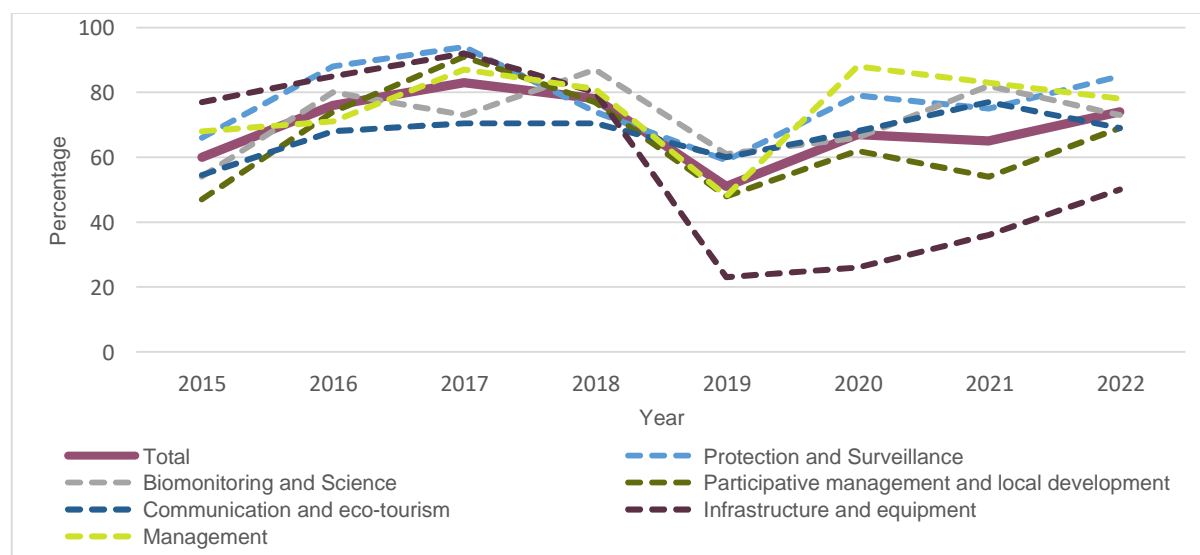
Indicator	Status at project appraisal (end of 2010)	Target value according to project appraisal (2013) / EPE (end of 2022)	Actual value at final inspection (end of 2017)	Actual value at evaluation (end of 2022)
(1) The management of Tai National Park has improved (measured by the implementation rate of the annual operational plans)	Not known (estimate < 50%)	Not specified / 80%	83% (2017)	Total value: 74% (partial value monitoring and protection: 85%); value partially achieved
(2) The number of selected key animal species in Tai National Park (chimpanzees and elephants) has at least stabilised	Elephants: 127 Chimpanzees: 551	Elephants: - / 127 Chimpanzees: - / 551	Elephants: 181 Chimpanzees: 649	The number of elephants (297) and chimpanzees (682) has increased in each case. Value achieved
(3) Tai National Park receives regular financing from the FPRCI Foundation	No	Yes	Yes	Yes, value achieved

Contribution to achieving targets

Indicator 1:

Nowadays, METT or IMET data would be used to measure the effectiveness or quality of the management of Tai National Park ([Indicator 1](#)).⁹ However, there is no consistent data available for TNP. Therefore, the implementation rates of the annual operational plans, which are shown in Figure 4 for the years 2015–2022, are used for the evaluation of TNP management.¹⁰ It should be noted that the development of percentage values leaves some room for interpretation. An increase in the implementation rate can be caused by improved, more realistic planning, but also by improved implementation.

Figure 4: Implementation of TNP operational plans between 2015 and 2022



Source: own representation, data from OIPR reports.

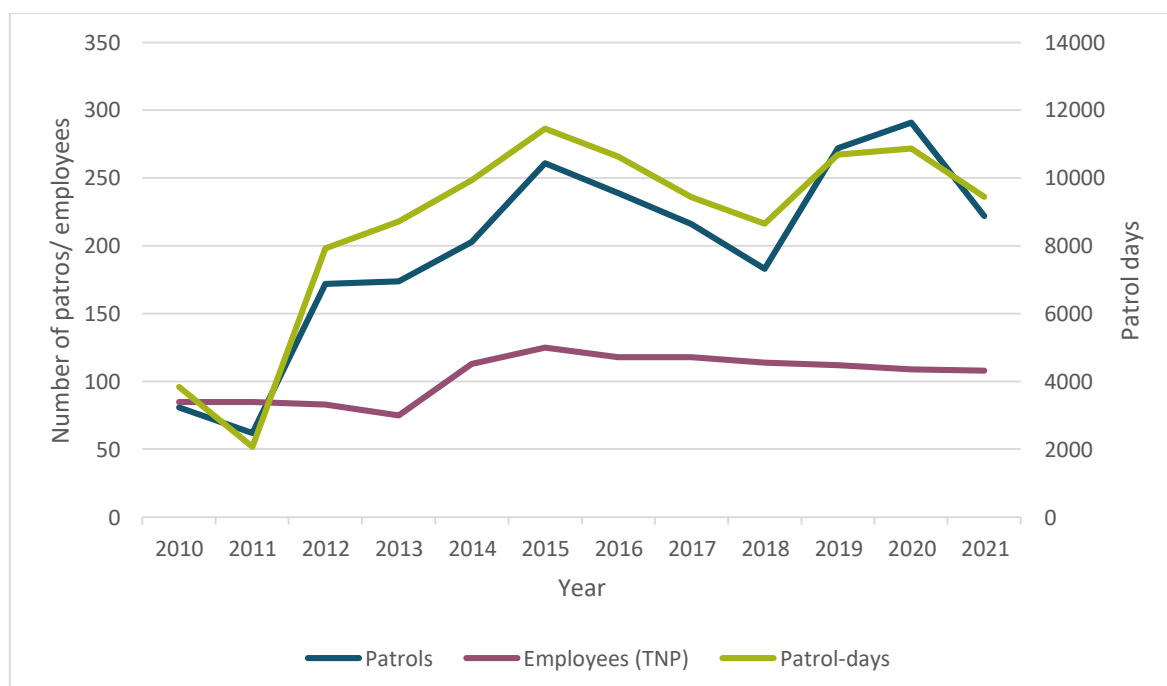
⁹ METT: Management Effectiveness Tracking Tool (see [Explore the World's Protected Areas \(protectedplanet.net\)](#) /IMET: see [Integrated Management Effectiveness Tool \(IMET\) | BIOPAMA RIS](#)).

¹⁰ Unfortunately, data for previous years is not available.

A concrete initial figure at the time of project planning is not available for TNP. However, it can be assumed that, especially in the context of the political crisis, the overall implementation rate of the operational plans in project planning was below 50%. The target value of 80%, which is also used as a benchmark in other FC protected area projects, is achieved in selected years in TNP. At the time of the evaluation, the total value (2022) was slightly below the target value. This is mainly due to the deterioration and only gradual improvement in the implementation of infrastructure measures and procurement of equipment since 2019. The main reason for this appears to be the effects of the COVID-19 pandemic and the lack of funding for reinvestments or replacement investments (see the section on “Sustainability”). Overall, however, an improvement in management over time can be observed.

The development of TNP management’s conservation and monitoring activities deserves closer consideration. After an initial downturn in 2011, the number of patrols rose both in absolute terms and relatively, taking into account the increasing number of employees in TNP (Figure 5).

Figure 5: Number of patrols and patrol days as well as employees in Taï National Park

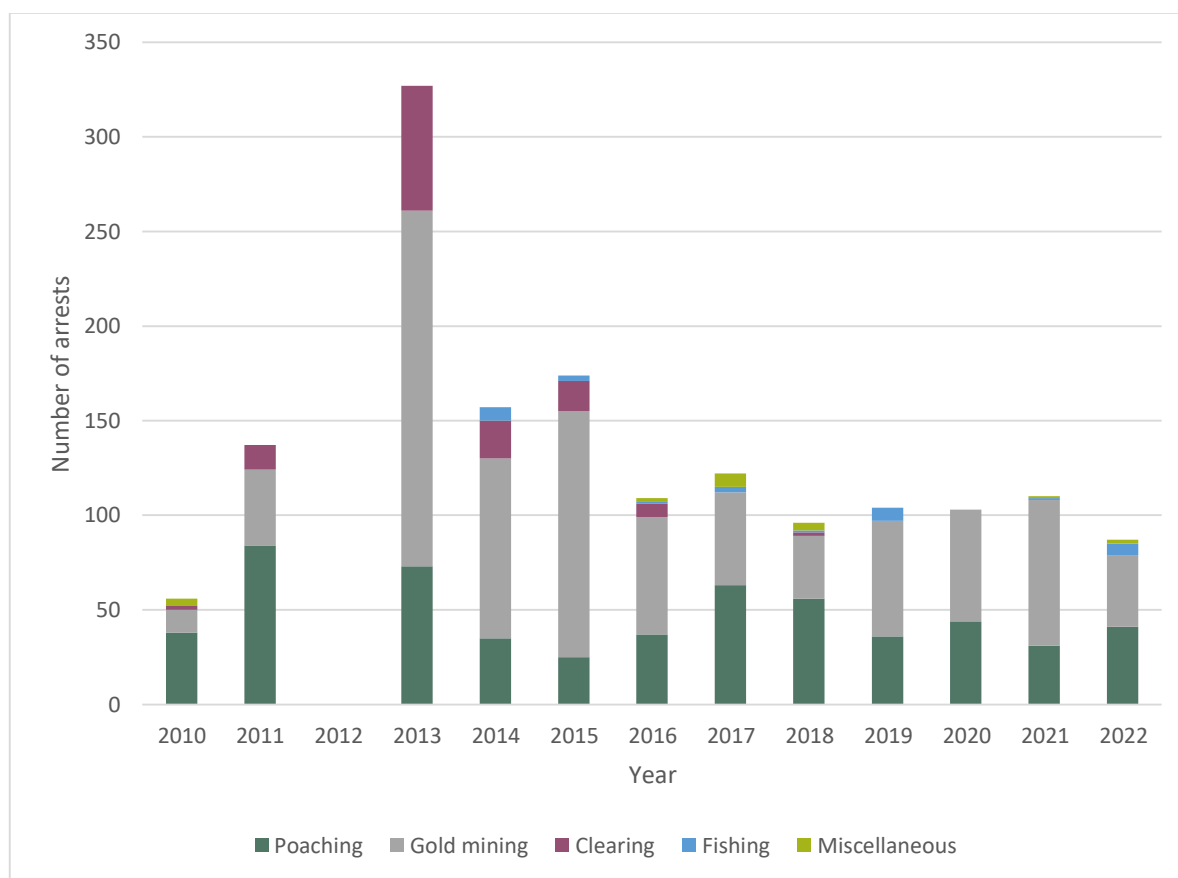


Source: own representation, data from OIPR reports.

The increase in patrol activity resulted in an increase in arrests, particularly in 2013 (Figure 6). It is clear that illegal poaching and gold mining continue to be the main threats to TNP. When analysing the data on arrests, it should be noted that while TNP management pays premiums for arrests, these are only paid out once a final conviction has been reached. The evaluation did not reveal any information that this system was causing misdirected incentives.¹¹

¹¹ The corruption risk in Côte d'Ivoire is considered high overall, and the country was rated 36 (out of 100) in the Corruption Perception Index in 2021. However, the nature conservation sector is not considered to be one of the sectors typically particularly heavily affected by corruption. As part of the EPE, no cases of corruption within the project’s partner structures were identified. *Petty corruption* would be most likely, e.g. in the context of (non-occurring) arrests by park rangers.

Figure 6: Number of arrests following illegal activities

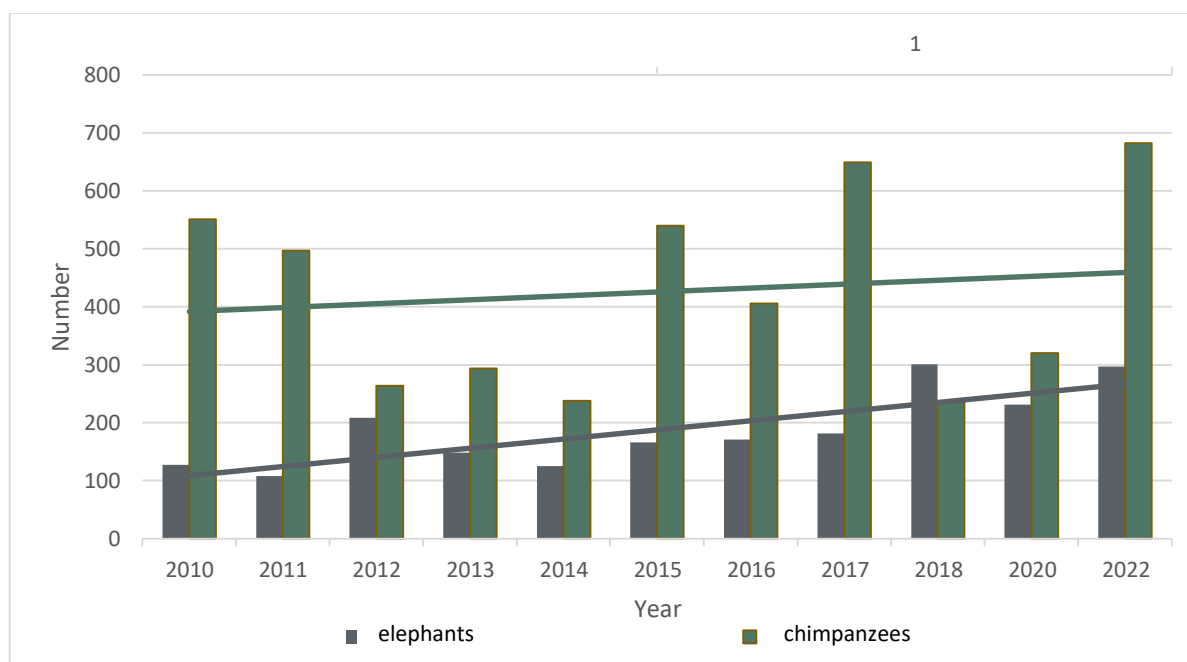


Source: own representation, data from OIPR reports.

Indicator 2:

The improvement in TNP’s protected area management can be measured specifically by the population figures of selected key animal species ([Indicator 2](#)). No specific animal species were mentioned in the project planning, but elephants and chimpanzees are suitable due to how endangered they are. As Figure 7 shows, there is a slightly positive trend for the number of elephants and chimpanzees between 2010 and 2022, even though the figures are partly subject to greater uncertainty.

Figure 7: Number of elephants and chimpanzees in Taï National Park 2010–2022



Source: own representation, data from OIPR reports

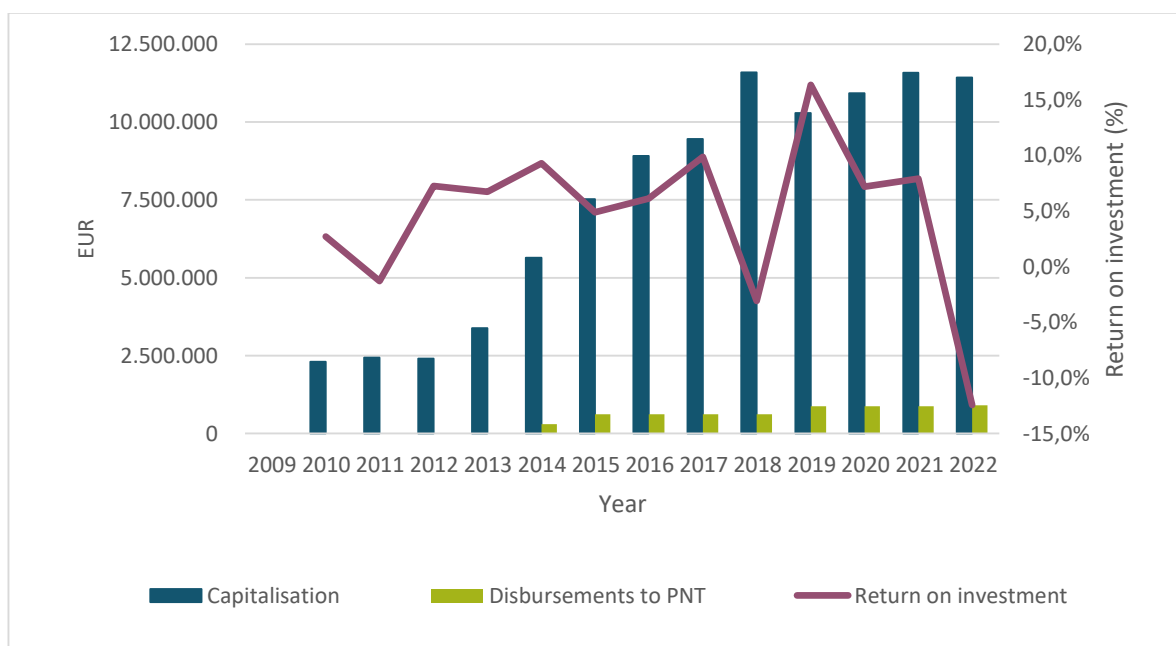
Even though smaller monkeys and small/forest antelopes were not identified as key species, available data show that the populations increased again in the following years after a downturn between 2010 and 2012 (monkeys) and until 2015 (small/forest antelopes), which underpins conservation success.

Indicator 3:

The improvement in TNP management was to be significantly influenced by the establishment of consistent financing by the FPRCI foundation and safeguarded in the long-term (Indicator 3). A first agreement on multi-year financing of TNP by FPRCI was concluded in 2014.¹² Figure 8 shows the development of the capital stock of the FCPRI window for TNP, the annual disbursements benefiting TNP and the annual return on capital of the TNP window. It is clear that the capital stock of the FPRCI TNP window has been continuously built up since 2014, has remained at a stable level since 2018 and thus FPRCI can regularly provide TNP with financial contributions. The return on TNP capital is above the target return of 4% with a few justifiable exceptions (2018 and 2022).

¹² The annual grants to OIPR are based on multi-year framework agreements (contrats cadres) concluded between FPRCI and OIPR. The annual disbursements are determined on the basis of the management plans and the annual work plans of the parks derived therefrom, as well as the income generated, and approved by the Supervisory Board of FPRCI.

Figure 8: FPRCI capital stock and return on investment (TNP window), TNP disbursements, 2009–2022

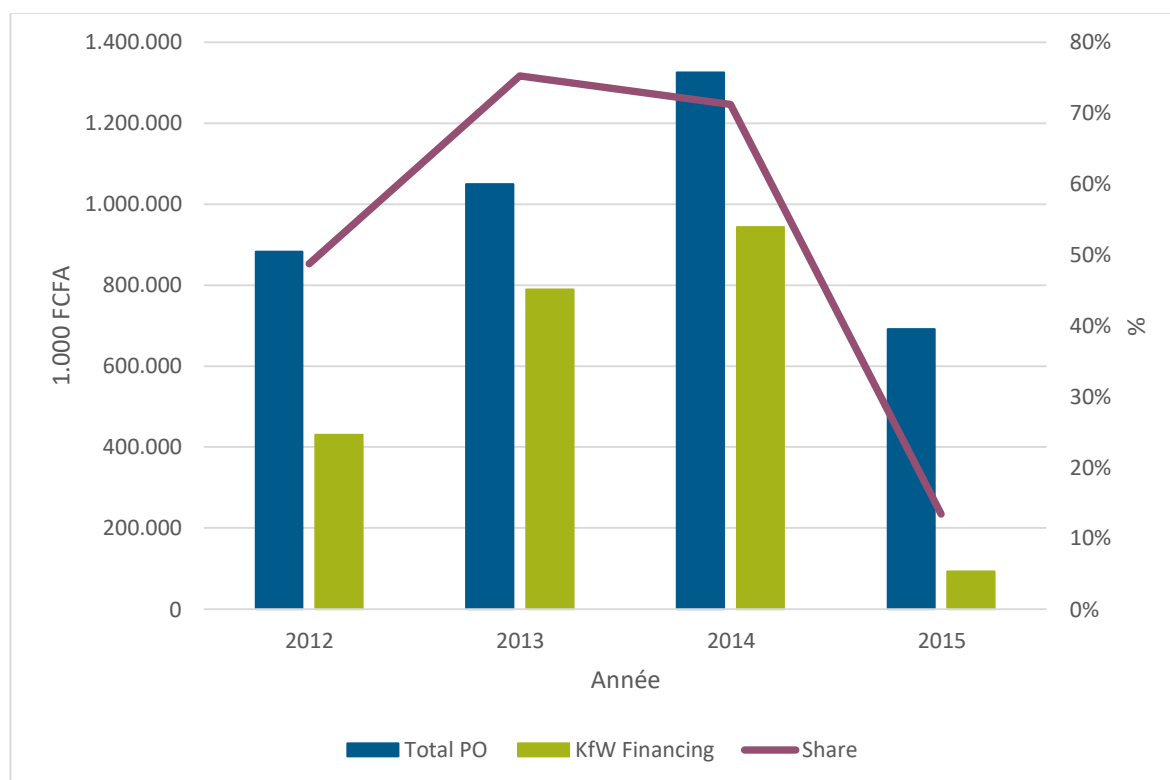


Source: own representation, data from FPRCI reports.

Within the scope of the project, hardly any specific activities were carried out to bring OIPR and FPRCI closer to international environmental and social standards. However, as part of the continued international support of TNP, a complaints mechanism for TNP will be developed and introduced at the time of the evaluation. Supported by an FC project, an environmental and social management system (including an environmental and social commitment plan) is currently being developed for FPRCI, and the foundation’s investment policy is being updated with regard to environmental and social aspects.

To quantitatively measure the contribution to achieving the above-mentioned objectives, the project’s financing share of the annual operational plans (PO) is used as an alternative (Figure 9).

Figure 9: The project’s share of the financing of TNP’s operational plans from 2012–2015



Source: own representation, data from OIPR reports

The quantitative values underpin the qualitative analysis of the project’s contributions to target achievement. A short impact chain (also see the section on “Relevance”) plausibilises the relationship. In addition, the project’s contributions to achieving the objectives are confirmed by the interviews conducted during the evaluation. Explicit gender effects were not formulated; an analysis in this regard was not possible in the context of the evaluation due to missing data or data that could only be collected with unreasonable economic effort.

Quality of implementation

Due to the strength of the executing agency and the implementation of Component 1, target achievement was positively influenced by the accompanying TC (also see the section on “Efficiency”). As part of the 2017 final inspection, it was noted that the funding and evidence of use were regularly verified and found to be correct by independent auditors. Nor did a physical audit of the proper use of funds in the context of the final inspection reveal any indications of misuse of funds. The recommendations of the audits have been implemented and have contributed to improving the accounting system and the quality of the supporting documents as well as the control and management capacities. This has had a positive impact on contract awarding procedures and the selection of companies, the supervision and execution of works contracts, as well as the procurement and quality control of goods and services. During the evaluation, the mission was not made aware of any information contrary to the findings of the final inspection.

Overall, the quality of management and implementation by the executing agencies/partners is rated as positive, even if no gender-based monitoring took place. An evaluation of FPRCI (according to the “Practice Standards for Conservation Trust Funds of the Conservation Finance Alliance”) carried out by AFD in 2019 assessed the organisational structure and degree of formalisation of FPRCI as clear and functional.

Unintended consequences (positive or negative)

As part of the monitoring activities of the park staff, SMART tracking technology is used during patrols. The use of these technologies has an unintended positive effect due to the development of know-how for the use of this technology among OIPR personnel.

The improved protection of TNP has led to an increase in the animal population in particular (see Figure 7). At the same time, the increase in the population around the park has increased the need to create agricultural land for food production. As a result, it can be assumed that the fields expanded to be closer to the boundaries of the park. As a result, human-wildlife conflicts increased. Specific data on this could not be determined during the evaluation, but they were described as an increasing challenge during interviews. TNP management has made compensatory payments to compensate for material damages suffered by those affected. The complaints mechanism under development and increased communication with village representatives can adequately address the potential negative consequences of human-wildlife conflicts.

After the completion of the project in 2019, GIZ and KfW became aware of allegations of human rights violations against OIPR employees from 2016/2017 and 2018 resulting in a death and injury, among other things. According to findings gained during the evaluation, the death and injury case was duly handed over to the law enforcement authorities and the other cases were duly processed.

In order to prevent unintended effects, the introduction of an environmental and social management system for OIPR and also specifically for TNP would have been desirable (see above).

Summary of the rating:

Particularly due to the positive achievement of the objective and the increasing consideration of unintended negative effects (compensation for damage caused by wild animals), the project's effectiveness is rated as successful.

Effectiveness: 2

Efficiency

Production efficiency

The FC contribution of the project amounted to EUR 3.0 million, with around 90% of the financing being allocated to Component 1 (direct promotion of Taï National Park) and around 10% to Component 2 (setting up FPRCI) based on the preliminary phases of the project.

Under Component 1, the intent was to allocate around 37% of the budget to the financing of investment/maintenance costs on the one hand and around 63% to the financing of running costs on the other. This appears to be understandable at the time of the evaluation, taking into account the overall financial needs and the limited funds available.

Significant deviations in the investment costs are recorded for the buildings. As part of the final inspection, this was explained by plundering and severe damage to the offices and residential buildings during the political crisis 2010/2011, and the additional costs were therefore assessed as unforeseeable compared to the original design. The evaluation mission agrees to this assessment. The final inspection report notes the overruns in personnel costs, the unpaid but agreed-upon premium payments, had to be paid in arrears for the years 2009–2011. The same applies to unpaid invoices from service providers during these years. The exceeding of the planned repair and maintenance costs for the vehicles is explained by the high wear and tear of the vehicles, which in turn is due to a very poor condition of the roads. Within the evaluation, the adjustments to the project budget are also assessed as justifiable. However, from the perspective of the evaluation, it would have been urgently necessary to ensure that the costs for replacement investments, in particular for residential buildings ("*bases de vie*"), are covered after the end of the project term (also see the section "Sustainability").

The proportion of financing for measures benefiting local residents is comparatively low. However, this seems just justified, as local measures were financed complementarily on the basis of the annual operational plans, in particular via TC and increasingly via another NGO.

The costs of OIPR protected area management for TNP appear reasonable in international comparison. There were no costs for an implementation consultant for Component 1, as GIZ implemented the component as part of the cooperation project. This enabled significant cost savings and/or the financing of more concrete project implementation activities. Furthermore, there were no costs for capacity building due to the strength of the executing agency. The efficient executing agency structure on the part of both OIPR and FPRCI made a strong contribution

to the efficient implementation of the measure. The costs for Component 2 can be attributed to consulting services and constituted co-financing for setting up the foundation. The costs appear to be justifiable in this context. It should be mentioned that the foundation is working with increasingly reduced administrative expenses after starting its promotion benefiting TNP. The administrative expenses of around EUR 300,000 p.a. are acceptable and have been below the target of 15% of the capital gains achieved in recent years and significantly below the internationally acceptable 20%. Based on the investment strategy, FPRCI plans a long-term return on the foundation's capital of an average amount of 4% p.a. This figure was significantly exceeded over the past six years at an average of 7.4% (also see the section on "Sustainability").

At the start of the project, there were considerable time delays. During the project planning in October 2009 an initial disbursement of funds was still expected in 2009, which was expected to conclude in 2012. Due to the political unrest, the project was only able to start with the first disbursements in spring/summer 2011. The last significant disbursements were made in 2015, and the project was completed in 2016. The delay is significant with regard to the efficiency of the project, as the financial planning was adjusted accordingly by OIPR and FPRCI.

Allocation efficiency

The project uses two levels to achieve the objectives at impact and outcome level: direct promotion of protected area management and, at the same time, the establishment of a foundation that partially finances the protected area management in the long term. From the perspective of the evaluation, there is no alternative to this approach of participatory management of protected areas.

The use of public funds appears justified due to the protection of biodiversity as a public good (see the section on sustainability).

Summary of the rating:

The high level of production efficiency is due to the fact that the project was sensibly built on the first two phases of the project and that Component 1 was implemented by TC (cooperation project). As a result, considerable consulting costs were saved. In addition, the executing agency's strength contributed to efficiency. Given that biodiversity protection is a public good, promotion using public funds is not only acceptable, but also advisable. Overall, we rate the efficiency of the project as successful.

Efficiency: 2

Impact

Overarching developmental changes (intended)

The updated impact-level objective underlying the evaluation was: "Improved protection of biodiversity in selected areas of Côte d'Ivoire". Target achievement at the impact level can be summarised as follows:

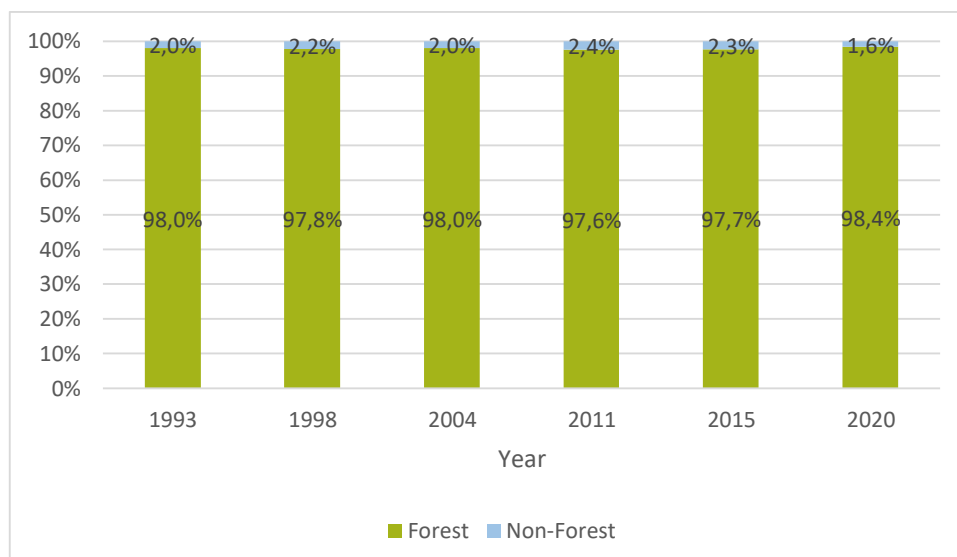
Table 3: Achievement of indicators at impact level

Indicator	Status at the start of the project (2011)	Target value	Actual value at EPE
(1) In the protected areas supported by the DC programme, forest cover, measured in hectares, is at least stabilised.	Taï National Park: 523,152 ha	Taï National Park: at least 523,152 ha	Taï National Park: 527,440 ha Value achieved

Contribution to overarching developmental changes (intended)

Figure 10 shows that TNP’s forest cover reached 98.4% in 2020. With a total area of 536,016 hectares¹³ (ha), this corresponds to a forest area of 527,440 ha. It should be noted that 1.6% of TNP’s area is water or stone surfaces, and thus 100% of the possible area is forested. The indicator has thus been achieved.

Figure 10: Development of forest coverage rates in Tai National Park 1993–2020



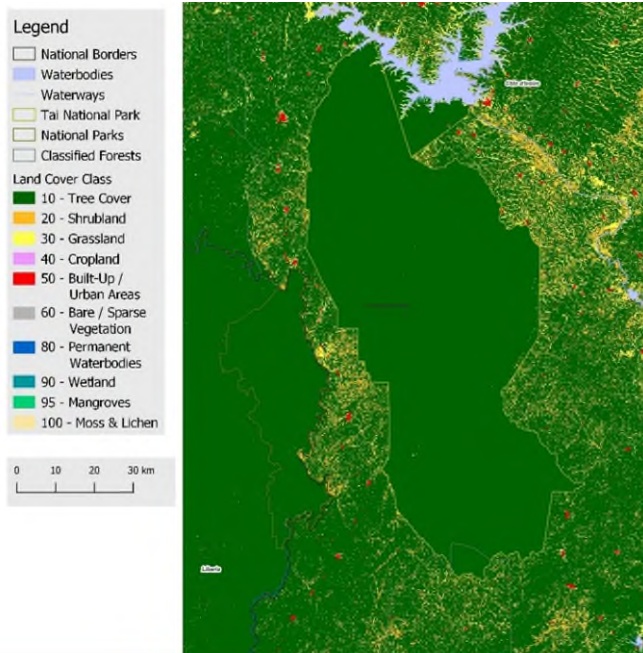
Source: own presentation, data from OIPR 2023.

The data available at the time of the evaluation underlines the positive development that was already observed in a study prepared by GIZ in 2015 and updated¹⁴ in 2017. Based on the satellite image evaluation, OIPR was able to identify, and convert agricultural areas as well as promote the formation of a secondary forest in TNP. The landscape coverage of TNP and its surroundings in 2021 is shown in Figure 11: outlines of TNP with its forest coverage in contrast to its surroundings are clearly visible.

¹³ This includes TNP with 508,186 ha and the “Réserve partielle de faune du N'zo” with 27,830 ha.

¹⁴ GIZ (2017) : Mission d'appui à l'interprétation des images satellites du Parc national de Taï et de sa zone périphérique.

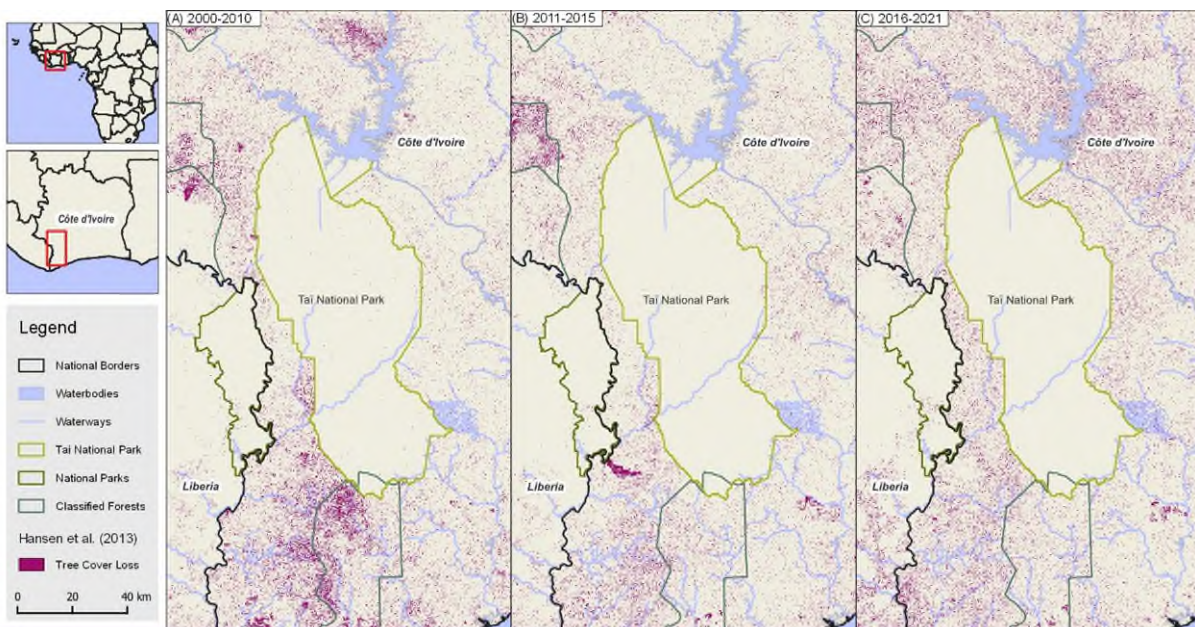
Figure 11: Landscape coverage in Tai National Park and the extended environment 2021



Source: own representation, data from: GADM, Open StreetMap, Protected Planet, ESA WorldCover project incl. modified Copernicus Sentinel data (2020).

The project’s contribution can be illustrated by a comparison of forest cover in the extended TNP environment. Figure 12 shows the deforestation (tree cover loss) in TNP and its surrounding environment for the periods 2000 to 2010, 2011 to 2015 and 2016 to 2021.

Figure 12: Development of deforestation in Tai National Park and the surrounding environment 2000 – 2021



Source: own presentation, data from GADM, Open StreetMap, Protected Planet, Global Forest Watch, Hansen et al. (2013).

It becomes clear that the significant deforestation¹⁵ in the south-western part of TNP took place by 2010. This is due to the conversion into arable land, especially for cocoa and rubber production. In contrast to the “Forêts

¹⁵ Deforestation can have both natural and anthropological causes, so, in certain circumstances, it does not qualify as targeted deforestation by humans.

Classées” (e.g. in the north-western and southern parts of TNP), no deforestation took place in TNP itself between 2000 and 2021 (also see Figure 10). “Forêts Classées” are forests whose protection falls under the liability of the Ivorian authority “SODEFOR”.¹⁶ In contrast to OIPR, SODEFOR does not receive comparable donor financing (which is manifested, among other things, in significantly lower employee salaries), which in turn can be interpreted in such a way that the positive effect of the avoided deforestation in TNP is very likely due to the intervention of the project. This assessment was explicitly shared by various interview partners.

A study on TNP ecosystem services¹⁷ (in particular protection of water catchment areas, soil protection, carbon sequestration, pollination by wild insects and, of course, pest control, ecotourism) published in 2015 and updated in 2016 by GIZ has shown that the protection of TNP has had significant positive economic, social and cultural effects. This particularly includes positive effects on the income situation of around 200,000 farmers and the water supply of around 500,000 local residents. The study attributes an economic value of around 3.2% of the then Ivorian GDP to the positive effects on the local climate and thus on the agricultural industry in the vicinity of TNP (in particular cocoa and coffee cultivation as well as palm oil and rubber production). The value of the stored carbon is reported at around F.CFA 8 billion annually.¹⁸

The positive effects of the avoided deforestation benefit both the local population and the entire world population. The micro-projects in the peripheral zones of the park, the promotion of eco-tourism and the education and awareness-raising measures as well as the participation of the local population in park management were implemented and show selected positive effects for the local population. At the same time, it can be seen that the promotion was only able to achieve a small economic impact. Improving the economic and social situation of local residents is therefore a long-term task and requires further efforts.

Contribution to (unintended) overarching developmental changes

The building of solid walls around selected health stations/hospitals in Taï and Zagné was perceived as very positive by interview partners. The prevention of pollution of the respective areas, in particular from animal waste, and also the increase in safety achieved by building the walls have led to an improvement in health care. According to health centre staff, awareness-raising campaigns about zoonoses (Ebola, COVID) in the health centres had the positive effect that there was less demand for wild animal meat and poaching also decreased. A quantitative evaluation of the health data from the centres could not be carried out as part of the evaluation.

No negative unintended development policy changes were identified at impact level during the evaluation. Negative, unintended environmental impacts as a result of the financed infrastructure measures were not brought up during the evaluation mission.

Summary of the rating:

Against the background of the significant positive effects not only for the local population, but also for the entire world population that the project was able to achieve, we assess the developmental impact of the project as successful.

Impact: 2

Sustainability

Capacities of participants and stakeholders

As early as when the project was designed, it was recognised that an exit scenario for DC could only be achieved in the medium term. This also appears to remain valid and justifiable (also see the section on “Efficiency”).

¹⁶ La Société de Développement des Forêts (SODEFOR) is a state authority, in particular under the supervision of the Ministère en charge des Eaux et Forêts and responsible for the management of the 234 classified forests “forêts classées” in Côte d’Ivoire ([Site officiel de la SODEFOR \(e-bordereaux.ci\)](http://www.sodefor.ci)).

¹⁷ GIZ (2016): Evaluation de la valeur du Parc national de Taï – Evaluation des services écosystémiques du Parc national de Taï”.

¹⁸ In the data, it should be noted that the monetary evaluation of the ecosystem services of natural landscapes in particular is associated with high uncertainties.

Therefore, in parallel with the phase-out of direct promotion of TNP management, FPRCI was set up to secure permanent financing. The concept of the nature conservation foundations capitalised by FC funds is per se designed for sustainability. In contrast to individual project-based support for protected areas, the foundation enables long-term financing of the protected areas beyond the duration of the project. Due to the long-term principle behind this type of foundation, the effectiveness of the measure is sustainably secured.

After the end of the project, OIPR continued its activities independently with well-trained and motivated staff, and the same applies to FPRCI and the WCF as significantly involved NGOs. As part of the 2020–2029 management plan, OIPR has declared the main sources of finance: the Ivorian state is expected to bear the main costs of park management as a significant financier. Against the background of the general economic situation, however, it is uncertain whether the Ivorian state can and wants to make sufficient budget funds available. FPRCI's financial contribution depends mainly on the development of the endowment capital and the development of capital income influenced by investment management and changes on the capital markets. Even if the foundation's capital stock has grown again after the end of the project (see the section on "Effectiveness"), further capital investments are acquired from international donors and also from the private sector (e.g. cocoa industry) and further increases are planned or are to be planned as part of German FC, the foundation's future income and thus also the potential financing of TNP are associated with high risks. The FPRCI capital currently available for TNP amounting to around EUR 11 million will make it difficult to meet TNP's financing needs alone in the long term. Overall, it can be assumed that a financial gap will remain. Significant self-generated funds from tourism and the associated hotel concession income or sales of carbon credits are not to be expected. Opening up FPRCI to (specific) financing of investment costs as part of the evaluation could have a one-off positive effect, but is not sufficient to ensure sustainable financing of investment costs.

The financial gap manifested itself in the condition of the infrastructure rehabilitated as part of the project, in particular the accommodation of the park guards in the various stations visited as part of the evaluation and in the research station. Lack of funds for maintenance work or replacement investments impairs OIPR's ability to conduct regular and efficient patrols, even if the ongoing costs of park management are covered. Overall, the lack of (replacement) investments jeopardises the success achieved so far and the sustainability of the impacts achieved. Corresponding (financial) precautions were not taken during project design or implementation within the project's term. Only after completion were corresponding funds acquired via FPRCI for investments in vehicles; for rehabilitation measures, in particular of buildings, funds must be provided.

It is considered positive that the surroundings of the health station in Zagné and the hospital in Tai were maintained and partially rehabilitated by the respective institutions themselves.

Contribution to supporting sustainable capacities

The project financed training measures for OIPR staff to secure sustainability, among other things, thereby creating sustainable capacities. Due to the rather low staff turnover, the knowledge created in this context is retained by TNP or at least within OIPR. Improved management procedures were continued by OIPR even after the end of the project and further developed independently.

Furthermore, numerous awareness-raising measures were carried out for the local population as part of the project and beyond. A (non-representative) number of interviews during the evaluation showed that some local residents are aware of the positive effects of preserving TNP on their living conditions. However, it should be noted that further awareness-raising campaigns can strengthen the anchoring of knowledge about the positive effects of TNP and thus further reduce the pressure of use on the park.

By protecting TNP, it can further develop its ecosystem services. Several interviewees stated that they perceive TNP as an important factor in securing precipitation volumes, for example. This illustrates that local residents can benefit from a strengthening of resilience with regard to the negative effects of climate change through TNP.

OIPR has a number of participatory processes in place to involve the local population in park management. During the evaluation, however, the impression emerged that there was potential for improvement in terms of communication between park management and local residents. According to OIPR, the first steps to exploit the potential have already been taken by setting up a village elders council. Sufficient representation of all population groups, including disadvantaged groups, should be ensured.

Durability of impacts over time

The durability of the impacts depends, among other things, on how OIPR will deal with external factors. This includes the expansion of the electricity grid and the paving of the road from Guiglo to San Pedro in the western part of TNP. The electricity grid, which has led from the north to Taï since the end of 2022, is to be extended to the south, with road expansion to start in 2023. On the one hand, this will lead to an increase in the efficiency of management (longer durability of vehicles in particular, shorter transport routes for patrols, etc.) and will potentially generate positive impetus for tourism, on the other hand, improved infrastructure generally assumes a population influx. This effect can be exacerbated due to a continued expected (refugee) migration from the north to the peripheral zone of TNP.¹⁹

In view of the framework conditions for protected areas in Cote d'Ivoire, including TNP, it can be assumed that the total costs can only be covered to a very small extent from self-generated revenue (tourism, etc.) in the long term (see above). Economically profitable operation of TNP is also not to be expected in the long term. As a result, the costs must be financed largely through public grants from the state or national public budgets, external multi- and bilateral donors and, if necessary, donations (a further source of financing from the NGOs). Intact biodiversity – not only in Taï National Park – is to be regarded as a public good similar to an intact climate (also see the section on “Overarching developmental impacts” which discusses the positive economic effects of TNP). This justifies long-term use of public funds.

Summary of the rating:

The project contributed to the establishment of the internationally recognised FPRCI foundation, which is designed to make a permanent contribution to the financing of a significant share of costs of TNP management. Sustainable capacities were created at the executing agency OIPR through training measures

In view of the uncertain financing of reinvestments and maintenance investments, in particular of infrastructure measures, and taking into account the measures OIPR intends to implement even after the project has been completed, the sustainability of the project is to be regarded as moderately successful.

Sustainability: 3

Overall rating: 2

The project is rated as successful overall. With biodiversity protection, the project addressed a relevant topic at the time of planning, the global importance of which has increased ever since. Due to its design as a cooperative programme, which has proven itself in the implementation against the specific project background following the political crisis in Côte d'Ivoire, and the coordination of donor contributions via the existing management mechanisms of OIPR, the project demonstrates very successful coherence. The project's objectives, which were reformulated as part of the evaluation, were achieved with one minor exception. The funds were used efficiently. The overarching developmental impacts should be highlighted. They were above expectations. The weaknesses in sustainability have a restrictive effect on the overall assessment, and in particular the lack of funds for reinvestments or replacement investments in infrastructure measures has a negative impact on success. According to today's perspective, higher emphasis would need to be placed on international environmental and social standards, including gender aspects.

Contributions to the 2030 Agenda

The implementation of the project is integrated into various transformation areas of the 2030 Agenda, in particular on the topics of biodiversity (15.1) and greenhouse gas emissions (13.1.a).²⁰ The ecological functioning of Taï National Park in the southwest of Côte d'Ivoire as the last and largest remaining rainforest area in West Africa was effectively supported. Consequently, a contribution was made to achieving Sustainable Development Goal

¹⁹ On the one hand, migration leads to an above-average population density of more than 90 inhabitants/km² in the vicinity of TNP and, on the other hand, to only around a quarter of the population still belonging to the region's autochthonous groups.

²⁰ See German Federal Government (2021), p. 13.

(SDGS) 15: “Life on land”, in particular for sub-objectives 15.1 (ensure the conservation of terrestrial ecosystems), 15.5 (reduce the degradation of natural habitats and protect threatened species), 15.7 (end poaching and trafficking of protected species), 15.a (mobilize and significantly increase financial resources to conserve and sustainably use biodiversity and ecosystems) and 15.c (enhance global support for efforts to combat poaching and trafficking of protected species). By avoiding deforestation and strengthening resilience with regard to climate change, contributions were also made to achieving SDG 13 “combat climate change and its impacts”, in particular 13.1 (strengthen resilience and adaptive capacity to climate-related hazards and natural disasters) and 13.a (financing measures to combat and adapt to the impacts of climate change). In addition, the direct and indirect improvement of living conditions contributed to SDG 1 “No Poverty”.

The project complies with the sector concept “Biodiversity” of the Federal Ministry for Economic Cooperation and Development (BMZ) and its recommendations for action. The project made a significant contribution to the Federal Ministry for Economic Cooperation and Development’s (BMZ’s) approach in the area of “One Health” by promoting nature conservation and preserving natural habitats.

Project-specific strengths and weaknesses as well as cross-project conclusions and lessons learned

Amongst the project’s strengths and weaknesses are in particular:

- With the protection of biodiversity, the project addressed a locally and globally highly relevant topic and was able to successfully build on the experiences of previous phases.
- The project was able to achieve substantial impacts at outcome and impact level. This includes both the protection of endangered animal species and the prevention of deforestation in the Taï National Park. This not only benefits local residents, but also the entire global population thanks to the indirect climate change mitigation effects.
- The project contributed to the establishment of an internationally recognised nature conservation foundation with exemplary character. The foundation has made a significant contribution to the financing of Taï National Park, even after the project’s completion.
- The good implementation of the measures was significantly influenced by motivated and qualified staff at the partners of the Office Ivoirien des Parcs et Réserves (OIPR) and the Fondation des Parcs et Réserves en Côte d’Ivoire (FPRCI). The chosen cooperation with GIZ (GTZ at the time) contributed greatly to efficiency.
- Heavier focus could have been placed on the needs of local residents. Although basic participation mechanisms were planned, more focus could have been placed on gender and human rights aspects. This also includes the development and implementation of international environmental and social standards, such as a complaints mechanism specifically made for protected areas. As part of international support, these topics are addressed by OIPR and FPRCI at the time of the evaluation.
- A significant weakness of the project concerns the financing of replacement and maintenance investments. As part of the financial planning, it was not possible to anchor corresponding budget items or to oblige the partners to cover these costs with other sufficient sources of finance even after the project had been concluded.

Conclusions and lessons learned:

The conclusions and lessons learned can be summarised as follows:

1. Depending on the strength of executing agencies and project partners, longer-term funding of nature conservation projects contributes to the success of a multi-phase commitment.
2. The project-specific implementation modalities and the strengths of the partners were key factors for success.
3. Close and trusting cooperation with the local residents of Taï National Park (TNP), who are often affected by restrictions on use, is a significant factor influencing the sustainable protection of TNP. Consideration of current environmental and social standards, in particular international human rights standards, is necessary in order to adequately reflect the needs of local residents.
4. The establishment of a nature conservation foundation has a significant positive impact on ensuring the sustainable financing of ongoing costs of conservation areas, even after the end of direct funding of a protected area. Professional management of the foundation and FC support, especially in the development phase, were key success factors.

5. The main challenge of the project is to ensure long-term financing, in particular for reinvestments and maintenance investments for infrastructure measures. Corresponding rehabilitation and maintenance plans must be drawn up with the partners, and financing must be agreed and implemented.

Evaluation approach and methods

Methodology of the ex post evaluation

The ex post evaluation follows the methodology of a rapid appraisal, which is a data-supported qualitative contribution analysis and constitutes an expert judgement. This approach ascribes impacts to the project through plausibility considerations which are based on a careful analysis of documents, data, facts and impressions. This also includes – when possible – the use of digital data sources and the use of modern technologies (e.g. satellite data, online surveys, geocoding). The reasons for any contradicting information are investigated and attempts are made to clarify such issues and base the evaluation on statements that can be confirmed by several sources of information wherever possible (triangulation).

Documents:

Various in-house project documents (progress and final inspection reports, travel return notes, reports, module proposals, etc.), context and country/sector analyses, etc., literature and reports from other donors, in particular:

- AFD (2022) : Évaluation des contributions de l'AFD et du FFEM à des Fonds Fiduciaires de Conservation de la biodiversité (2005–2019), May 2022.
- Federal Government (2021): German Federal Government's BuReg report on the implementation of the 2030 Agenda for Sustainable Development, Voluntary German State Report on HLPF 2021
- FPRCI: various project reports.
- GIZ (2016) : Evaluation de la valeur du Parc national de Taï – Evaluation des services écosystémiques du Parc national de Taï”.
- GIZ (2017) : Mission d'appui à l'interprétation des image satellites du Parc national de Taï et de sa zone périphérique.
- Hansen et al. (2013): High-resolution Global Maps of 21st-Century Forest Cover Change. Science 342, 850–853.
- OIPR: various project reports and planning documents.
- OIPR (2020) : Plan d'Aménagement et de Gestion du Parc national de Taï 2020–2029, OIPR July 2020
- OIPR (2023) : Bilan du PAG 2014–2018 et Etat de Conservation Actuel du PNT OIPR, presentation, March 2023.
- Particip (2019) : Conversion de dette – Parc national Tai Evaluation mid term de la Fondation pour les Parcs et Réserves de la Côte d'Ivoire – FPRCI, November 2019.

Data sources and analysis tools:

On-site data collection, monitoring data from the partner and NGOs, satellite images from Global Forest Watch, Open StreetMap, Database of Global Administrative Areas, Protected Planet, Hansen/UMD/Google/USGS/NASA and digital analysis tools (including QGIS).

Interview partners:

Project-executing agencies and partners, target group representatives, other donors.

The analysis of impacts is based on assumed causal relationships, documented in the results matrix developed during the project appraisal and, if necessary, updated during the ex post evaluation. The evaluation report sets out arguments as to why the influencing factors in question were identified for the experienced effects and why the project under investigation was likely to make the contribution that it did (contribution analysis). The context of the development measure and its influence on results is taken into account. The conclusions are reported in relation to the availability and quality of the data. An evaluation concept is the frame of reference for the evaluation.

On average, the methods offer a balanced cost-benefit ratio for project evaluations that maintains a balance between the knowledge gained and the evaluation costs, and allows an assessment of the effectiveness of FC projects across all project evaluations. The individual ex post evaluation therefore does not meet the requirements of a scientific assessment in line with a clear causal analysis.

The following aspects limit the evaluation:

Socio-economic data of the project region were neither reliable and meaningfully available nor could they be collected with justifiable effort during the evaluation.

Methods used to evaluate project success

A six-point scale is used to assess the project according to the OECD DAC criteria. The scale is as follows:

- Level 1** very successful: result that clearly exceeds expectations
- Level 2** successful: fully in line with expectations and without any significant shortcomings
- Level 3** moderately successful: project falls short of expectations but the positive results dominate
- Level 4** moderately unsuccessful: significantly below expectations, with negative results dominating despite discernible positive results
- Level 5** unsuccessful: despite some positive partial results, the negative results clearly dominate
- Level 6** highly unsuccessful: the project has no impact or the situation has actually deteriorated

The overall rating on the six-point scale is compiled from a weighting of all six individual criteria as appropriate to the project in question. Rating levels 1–3 of the overall rating denote a “successful” project while rating levels 4–6 denote an “unsuccessful” project. It should be noted that a project can generally be considered developmentally “successful” only if the achievement of the project objective (“effectiveness”), the impact on the overall objective (“impact”) and the sustainability are rated at least “moderately successful” (level 3).

Publication details

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List of annexes:

Target system and indicators annex

Risk analysis annex

Project measures and results annex

Recommendations for operation annex

Evaluation questions in line with OECD DAC criteria/ex post evaluation matrix annex

Target system and indicators annex

Project objective at outcome level		Rating of appropriateness (former and current view)			
During project appraisal: Protection of TNP against destructive human activities.		From the perspective at the time and today, the project objective at outcome level is only appropriately formulated in part and does not go far enough: <ul style="list-style-type: none"> - the formulation does <u>not</u> describe a possible change in behaviour or a state of affairs among the target group, as Tai National Park as such is not the target group. - the formulation neglects the context of the local population, which must be highlighted more strongly. 			
During EPE (if target modified): The management of Tai National Park has been improved, taking into account the needs of the local residents.					
Indicator	Rating of appropriateness (for example, regarding impact level, accuracy of fit, target level, smart criteria)	Project appraisal target level Optional: EPE target level	Project appraisal status (1990/2009)	Status at final inspection (2017)	Optional: EPE status (2022/2023)
Indicator 1 (Project appraisal): Unlawfully used area of Tai National Park, in particular due to agricultural use/settlement	<ul style="list-style-type: none"> - The formulation of the original indicator covers a significant aspect of the objective at outcome level formulated during the PA - The formulation is aimed at the integrity of TNP or at the preservation of the forest area. This is more likely to be based at impact level (see below). 	<p style="text-align: center;">< 5 %</p> <p>Indicator is not used as part of the evaluation.</p>	approx. 10% / > 10%	< 5 %	Indicator is not used as part of the evaluation.

Indicator	Rating of appropriateness (for example, regarding impact level, accuracy of fit, target level, smart criteria)	Project appraisal target level Optional: EPE target level	Project appraisal status (1990/2009)	Status at final inspection (2017)	Optional: EPE status (2022/2023)
<p>Indicator 2 Project appraisal):</p> <p>Annual operating cost coverage of the park in accordance with the specifications of the business plan from self-generated revenue, government and FPRCI grants.</p>	<ul style="list-style-type: none"> - The design of the operating costs and their ex post coverage involve circular reasoning. In practice, budgets are more in line with the available resources and not the actual needs. - The implementation of operational plans or the more comprehensive assessment using standardised procedures (PAMETT/IMET) covers the measurement of the efficiency and effectiveness of park management more adequately if necessary. If this data is not (continuously) available, the implementation rates of the annual operational plans can be used (see below). 	<p style="text-align: center;">> 80%</p> <p>Indicator is not used as part of the evaluation.</p>	<p style="text-align: center;">N/A</p>	<p style="text-align: center;">100%</p>	<p style="text-align: center;">N/A / Indicator is not used as part of the evaluation.</p>
<p>Indicator 3 (Project appraisal):</p> <p>Stability of the population figures of the most important key species (bio-monitoring reports)</p>	<ul style="list-style-type: none"> - The formulation of the original indicator covers a significant aspect of the objective at outcome level formulated during the Project appraisal (“Protection against destructive human activities”). - The indicator is not SMART. There is a lack of qualitative and quantitative specification of the key species (see below) 	<p style="text-align: center;">Stability</p>	<p style="text-align: center;">–</p>	<p style="text-align: center;">Stability</p>	<p style="text-align: center;">see below</p>

Indicator	Rating of appropriateness (for example, regarding impact level, accuracy of fit, target level, smart criteria)	Project appraisal target level Optional: EPE target level	Project appraisal status (1990/2009)	Status at final inspection (2017)	Optional: EPE status (2022/2023)
NEW: Indicator 1: The management of Taï National Park is improved (measured by the implementation rate of the annual operational plans)		Not specified / 80%	Not known (estimate < 50%)	83% (2017)	74%
NEW: Indicator 2: The number of selected key animal species in Taï National Park (chimpanzees and elephants) is at least stabilised		Elephants: - / 127 Chimpanzees: - / 551	Elephants: 127 Chimpanzees: 551 each year 2010	Elephants: 181 Chimpanzees: 649	Elephants: 297 Chimpanzees 682
NEW: Indicator 3: Taï National Park receives regular financing from the FPRCI foundation		Yes	No	Yes	Yes

Project objective at impact level	Rating of appropriateness (former and current view)
<p>During project appraisal: Preservation of the globally significant function of Taï National Park (TNP) as a biotope, gene pool and object of study as well as a natural space for adapted tourism use.</p>	<p>The developmental objective of the programme was set out in the first project to promote the TNP at the beginning of the 1990s and was also adopted for this project.</p> <p>The current DC programme objective will be revised at the time of the evaluation and is: "Protected areas and forests have been restored and are being preserved; they are used sustainably (ecologically, economically and socially) as essential components of landscapes." A results matrix with indicators for the current DC programme is not yet available.</p>
<p>During EPE (if target modified): Improved protection of biodiversity in selected areas of Côte d'Ivoire</p>	<p>In this formulation, it should be noted that the impact objective corresponds to the DC programme objective in the overall priority area and that the project or module may only aim to achieve a partial aspect of the programme objective.</p>

Indicator	Rating of appropriateness (for example, regarding impact level, accuracy of fit, target level, smart criteria)	Target level Project appraisal / EPE (new)	Project appraisal status (2009)	Status at final inspection (2017)	EPE status (2022/2023)
Indicator 1 (Project appraisal)	No indicators were formulated for the project objective at impact level at the time of the project appraisal.	N/A	N/A	N/A	N/A
NEW: Indicator 1: In the protected areas supported by the DC programme, forest cover, measured in hectares, is at least stabilised.		N/A Tai National Park: at least 523,152 ha / Tai National Park: at least 523,152 ha	N/A Tai National Park: 523,152 ha	N/A N/A	Tai National Park: 527,440 ha

Risk analysis annex

All risks should be included in the following table as described above:

Risk	Relevant OECD-DAC criterion
Increased economic pressure of use on the park through illegal activities (poaching, mineral mining, clearing, etc.)	Effectiveness/impact
Droughts and other extreme weather events due to climate change	Impact/sustainability
Provision of sufficient financial resources, including taking into account the development of FPRCI capital stock	Sustainability
Risks of corruption	Effectiveness/efficiency/sustainability
Sufficient participation of the local population	Effectiveness/ sustainability
Deterioration of the security situation	Effectiveness/impact
Human rights violations in the context of confrontations between park personnel and local residents or actors who engage in (illegal) activities in the park	Sustainability

Project measures and their results annex¹

1	<p>The biodiversity of Taï National Park is effectively protected.</p>
Status	<p>TNP was added to the IUCN database of successfully managed World Heritage Sites on World Heritage Outlook with the note “good with some concerns”.</p> <p>The integrity of TNP is maintained with regard to vegetation cover. 98.4% of the park’s total area is covered with dense primary forest, some with secondary forest. Species diversity remains intact. The illegally used fields inside the park have largely been abandoned and left to natural succession.</p> <p>Since 2011, the bio-monitoring reports have indicated slightly positive trends in the populations of key species (chimpanzees and forest elephants). This trend is supported by the development of other species (monkeys and small forest antelopes).</p> <p>The number of arrested poachers has decreased further in recent years. However, illegal gold miners continue to pose a significant threat to the protected area, especially in the eastern part of the park.</p>
Activities	<p><u>Monitoring:</u></p> <p>The patrols for park monitoring and bio-monitoring have been further intensified in recent years. Thirty additional rangers were hired and trained in 2015.</p> <p>Of the 1,582 arrests recorded between 2010 and 2022 (there are no figures for 2012), 53% were gold miners, 36% were poachers and another 11% were clearing woodland, fishing and participating in other activities. This illustrates that illegal gold mining and poaching are the main threats facing TNP.</p> <p><u>Creating boundaries:</u></p> <p>The total length of TNP’s borders in the narrower sense is 458.7 km. Of these, 54.3 km are natural boundaries (rivers and watercourses) and 404.4km are conventional boundaries, of which 51.4 km are unmaintained roads.</p> <p>Bands of Hevea plantations were created on a test basis (on an area of 15km) to mark the park boundaries. As these trees can be used by the local population and this gives part of the yields to the park management, this results in a “win-win situation” for both TNP and the population.</p> <p>To maintain the wooded park boundaries, two operations are carried out per year (kept open by clearing). The fallow areas of the park at the border area are cleared out three times a year. This work (on a total length of 338km) is carried out by the members of the village groups (Associations Villageoises de Conservation et de Développement (AVCD) and Groupes Sociaux de Base (GSB)). Signs were set up at a distance of around 2km in order to make the borders clear to the local authorities.</p> <p><u>Bio-monitoring:</u></p> <p>Members of AVCD and GSB are also involved in implementing the monitoring activities.</p> <p>The bio-monitoring system was revised in 2015 with support from GIZ. The methods applied from 2016 onwards comply with international standards. Adapted research activities on relevant issues will continue to be carried out (e.g. on the park’s ecosystem services).</p> <p>The analysis of satellite images supported by the TC (2016) confirms the good conservation status of the park and its protected assets based on the continued very high coverage with dense rainforest (98.4%).</p>
2	<p>The agricultural production conditions of the local residents have improved.</p>
Status	<p>In the area near the national park, the intent is to improve the living conditions of the villages’ population so that people see the park as an opportunity to generate income. Of the approximately 845,000 people who live around Taï National Park, many are only able to make a living today because a family member works as a ranger, tourist guide or in biomonitoring. The supported micro-projects also contributed to improving the productivity of regional agriculture. These successes are intended to increase environmental awareness among local residents, while also reducing the pressure of use on the protected area. The involvement of the population in park management and awareness-raising campaigns also has the same objective.</p> <p>Since the start of the all the measures involved in promoting TNP, demand-oriented micro-projects have been promoted for the local population in the peripheral zones. The micro-projects in the park area have been implemented and are operational. During the last phase of the programme, the approach has changed slightly. Primary promotion is now dedicated to investments to improve social infrastructure. These included grants for health centres, primary schools, water supply, etc.</p>

¹ The following information was updated to the greatest extent possible based on the final inspection report as part of the evaluation.

	<p>The educational and awareness-raising measures contribute to acceptance of the park. The population is involved in carrying out protection and monitoring measures for TNP.</p> <p>The establishment of an eco-hotel (Ecotel) in Djouroutou and a camp near Taï by the WCF was intended to contribute to the development of gentle eco-tourism and create additional jobs. So far, more than ten tourist guides have been trained and hired from the surrounding villages. However, the potential of eco-tourism could not be exploited due to the tense security situation during the crisis years and the effects of the coronavirus pandemic. A strategy and a business plan were developed for the WCF camp, which assumes a positive development in visitor numbers.</p> <p>The measures benefiting local residents have been implemented and are showing positive effects. At the same time, it can be seen that the promotion was only able to achieve a small economic impact. Improving the economic and social situation of local residents is therefore a long-term task and requires further efforts.</p>
<p>Activities</p>	<p><u>Local community measures:</u></p> <p>During the third programme phase, ten micro-projects were successfully funded. The aim was to improve food safety/food security for farming families with animal protein. Six pig farms, two farms with laying hens and two ponds for fish production (tilapia) benefited from the measures.</p> <p>A training centre for the tailoring and sewing trades in Sarakagui was supported. This is run by a cooperative and mainly trains girls. In addition, school projects were promoted, including six school farms (two with snail farming, two with goat farming, one with large cane rat breeding and one with improved chicken farming).</p> <p>Thirteen water pumps were rehabilitated to improve the drinking water supply in the villages of the peripheral zone. Other measures to improve the public infrastructure (social infrastructure) included the construction of walls (enclosures) for two hospitals / health centres, as well as the construction of a primary school and the furnishing of a birth centre. In particular, measures to improve sanitary security were coordinated with KfW. They can be seen as prevention against the spread of the Ebola epidemic and the coronavirus pandemic. The education campaigns in the health centres have probably also helped to contain poaching, as there was less demand for bush meat.</p> <p><u>Participative co-management with the Village Associations for Conservation and Development (AVCD):</u></p> <p>In the villages of the peripheral zone, 80 communities have been formed to support the national park's conservation and local development (AVCD) activities. Forty-three AVCDs were functional and recognised with official documents at the administrative level at the time of the final inspection. The members of AVCDs work closely with the park rangers. Two AVCDs are involved in each of the patrols for the supervision of the park.</p> <p>Between 2011–2014, approximately EUR 82,000 (F.CFA 54 million) was spent on the participation of the 30 members of the AVCD support staff (écologues villageois) for the data collection and research work in the context of bio-monitoring.</p> <p>Thirteen AVCDs will carry out the regular boundary marking work over a length of 338km in the five sectors of TNP. Approximately EUR 41,000 (F.CFA 27 million) was paid for this in the period from 2011–2014. A total of EUR 170,000 (F.CFA 112 million) was paid to the members of 11 village groups (GSB) to recover and clear former plantations and illegal fields inside the park.</p> <p>More than ten tourist guides from the surrounding villages have been trained and employed to date as part of the measures for the development of eco-tourism. Ecotel staff are also recruited from the surrounding villages.</p> <p><u>Public relations and awareness:</u></p> <p>Public relations and awareness campaigns are coordinated by the south-west zone management's (DZSO) "service de communication" department and carried out with the relevant departments and sectors. At local level, cooperation with official administration representatives works very well. Information events (Information, Education et Communication) are organised at village level, chaired by local authorities.</p> <p>As part of the environmental education measures, for example, 25 theatre performances were held in the villages in 2014, one competition with seven primary schools was organised to reward small projects, three school projects were initiated and four park tours were carried out for school classes.</p> <p>The eco-museum in Taï, which is operated by the WCF, was visited by around 1,000 people in 2017, and now the level is back at the level of 2018 at around 450 visitors.</p> <p>TNP had a high media presence at regional, national and international levels. In numerous radio and television broadcasts, podcasts (e.g. Taï National Park: Forest full of secrets and home of chimpanzees – GATE7 (gatesieben.de)), publications, press articles and commercials about TNP were reported. The information brochures and newsletters are of good quality. The well-designed and regularly updated TNP</p>

	<p>website (www.parcnationaltai.com) offers a lot of information. TNP is also present on social media (Facebook and YouTube). Two documentaries “<i>Dianes et Colobes, alliance de singes dans le PNT</i>” and “<i>la forêt magique de l’Hippopotame pygmée</i>” have been made available to a wider audience by means of copied CDs. A film about the chimpanzees in TNP was broadcast on the international television channel “Disney Channel”. All of these activities aim to promote the park and its tourist attractions.</p>
<p>3</p>	<p>The staff of the project-executing agency OIPR (south-west zone management) responsible for implementing the project are qualified and motivated.</p>
<p>Status</p>	<p>The DZSO’s staff are largely well trained, competent and motivated. Staff turnover is low. In the project (phase III), 80 specialists were contracted, including 64 in the forestry and hydraulic engineering department (<i>agents techniques des Eaux et Forêts</i>), 14 in administration (<i>agents administratifs</i>) and two experts in agriculture and public construction (<i>experts en agronomie et travaux publics</i>). To strengthen the monitoring teams (<i>brigade mobile de surveillance</i>), 30 additional rangers were hired and trained last year. TNP currently has around 110 employees.</p> <p>Target-oriented planning and management tools have been developed, updated and refreshed for the respective programme phases. The good quality of the management plan (PAG – Plan d’Aménagement et de Gestion) and the business plan (Plan d’Affaires) is noteworthy.</p> <p>The organisational structure and workplace descriptions meet the requirements of modern park management. The training measures were geared towards the needs of the respective specialists. Topics included, for example, courses for monitoring teams, application of geo-information systems (GIS), bio-monitoring and use of camera traps. The aim was to strengthen management capacities with regard to other topics, such as planning, monitoring and evaluation, as well as strategies for adapting to the impacts of climate change.</p>
<p>Activities</p>	<p><u>Management Plan – Plan d’aménagement et de gestion (PAG) (2014–2018 / 2020–2029):</u> An initial management plan created in phase II was to be valid for the period 2006–2015 and updated after five years (2010–2011). However, this was not possible due to the socio-political crisis during these years. A new management plan was then created for 2014–2018, the current PAG covers the period from 2020 to 2029. The PAG is used as a reference for the preparation of the annual operational plans. The business plan (Plan d’Affaires du PNT, 2014–2020), for example, was also drawn up on the basis of the PAG. This plan outlines options for alternative sources of income for TNP, e.g. through the remuneration of ecosystem services and ecotourism.</p> <p>The PAG offers a coherent planning framework with a strategic orientation that aims for a vision with a time horizon of 30 years. This management plan also enables potential international donor organisations (financial and technical cooperation) to align their support with the priorities of park management and to allocate it specifically to the individual programmes.</p> <p><u>Job descriptions and training:</u> The appendices to the OIPR Organisation Handbook specify the job descriptions for the various personnel positions within the OIPR and the subordinate departments at regional level (zones). These forms describe the hierarchical structures, tasks and content for the most important positions.</p> <p>Training needs are identified by the DZSO and integrated into the OIPR training plan after approval. The main topics of follow-up training covered monitoring measures for mobile teams, the use of geographic information systems (GIS), techniques for bio-monitoring and the use of camera traps, as well as planning, monitoring and evaluation, climate change adjustment and strengthening management capacities (including accounting and cash management).</p> <p><u>Maintenance and expansion of infrastructure:</u> During the course of the socio-political unrest, plundering and destruction occurred on numerous office buildings and residences of the park staff in the sectors. This also affected the park management facilities both in the sectors and at the headquarters in Soubré. After the crisis, inventory was taken in the offices and buildings. The tendering procedure for the rehabilitation work at six locations was handled through a consulting office (<i>cabinet d’études</i>). Under the supervision and control of an implementing agent (<i>cabinet de suivi et contrôle</i>), the contracts with the companies were concluded and the work carried out. As a result, six ranger posts (<i>Tai, Djouroutou, Djapadji, Soubré, ADK and V6</i>) could be repaired, along with the associated residential buildings and the park management buildings.</p> <p>The last major construction project on the Park direction’s site in Soubré was a garage and hangars for heavy construction machines, lorries and smaller vehicles, as well as storage rooms for spare parts and offices on an area of 2,700m². The work was completed at the end of 2015 and officially accepted in May 2016. All construction measures were carried out in compliance with regulations. The buildings and</p>

	<p>facilities are functional and properly used by the park staff. In order to securitise the property rights of the park administration to the land and properties of the ranger posts and the directorate, a process was initiated to attain the corresponding legal titles and land register entries. The financing of the necessary renovation and maintenance investments in the buildings visited during the evaluation proved to be problematic.</p> <p><u>Equipment (buildings and vehicles):</u> Since the park administration's technical equipment and vehicle fleet were largely destroyed during the plundering, extensive replacement and renewal investments were made during the last programme phase. This mainly involved the purchase of four-wheel-drive vehicles, motorcycles, outboard engines, technical equipment for monitoring activities and bio-monitoring, as well as communication tools (satellite telephone). The park administrative offices were equipped with computers, printers and office supplies. The offices and homes of the ADK outdoor station could be connected to the power grid by means of a transformer and power supply lines. The financing of new vehicles could only be secured after the project was completed. This continues to be a challenge in the medium term, whereby it can be assumed that the paving of the road south of Guiglo will extend the service life of the vehicles.</p>
4	The management and financing capacities of FPRCI have been strengthened.
Status	<p>FPRCI was founded in November 2003 and is based in Abidjan. It is a private institution and recognised as a non-profit under Ivorian law. The purpose of the foundation is to build up a sufficiently high capital stock and manage it as efficiently as possible. In the near future, the capital income from the foundation's assets will be used to finance the running operating costs of the Ivorian national parks and protected areas in addition to the government grants.</p> <p>The Ivorian State has so far fulfilled its commitments to contribute budget funds to FPRCI's endowment capital in accordance with the contract. The interaction between FPRCI and OIPR for financing TNP's operating costs is functioning properly.</p> <p>The advisory activities for FPRCI (Component 2 of the third programme phase) have concluded. An efficient procedure for applying for funds is established.</p> <p>FPRCI is very active in terms of networking and mobilising new sources of money and developing innovative financing mechanisms. Negotiations with agro-industrial companies (particularly cocoa and chocolate producers) to compensate for "eco-system services" appear to be quite promising. In 2015, the chocolate producer CEMOI and the project developer ECOTIERRA agreed to conclude an arrangement to establish emission-free cocoa production in the area surrounding the park.</p>
Activities	<p><u>Legal and financial advice:</u> Due to the uncertain situation in Côte d'Ivoire, a "sister" foundation was established in 2009 in the United Kingdom, based in London. The funds are collected and channelled to FPRCI in Côte d'Ivoire through this "offshore" foundation, which is recognised as a non-profit organisation.</p> <p>A contract was concluded with a British expert to provide financial and legal advice. This person analyses the fund manager's bank's reports. The financial adviser regularly informs the foundation about the development of the portfolio and makes recommendations to FPRCI's investment committee. The Foundation's accounts were regularly audited by auditors.</p> <p><u>Procedures, instruments and rules (institutional development):</u> The procedures, instruments and rules for applications, awarding of contracts and settlement of funds for TNP have been established and proven successful. FPRCI's accounting system is functional. The institutional capacities of FPRCI were gradually built up and improved through suitable further training measures and adequate equipment for the foundation's management. The management of FPRCI performs its tasks competently.</p> <p><u>Mobilisation of funds and networking:</u> Investment placement by the fund manager (<i>Gestionnaire d'actifs</i>) is based on the directives agreed with the Management Board (<i>Conseil d'Administration</i>) of FPRCI. There is a plan to update these as part of an ongoing FC commitment.</p> <p>So far, the endowment capital has mainly come from grants from multi- and bilateral cooperation, from international NGOs, from the private sector and the Ivorian state, as well as from funds from debt swap initiatives. FPRCI employees take part in informational and training events. The exchange of experience with other endowment funds is ensured. FPRCI is an international model for the establishment of similar foundations (e.g. Okapi Fund in DR Congo).</p>

Recommendations for operation annex

No recommendations are made in the project completion report.

Evaluation questions in line with OECD-DAC criteria/ex post evaluation matrix annex

Relevance

Evaluation question	Specification of the question for the present project	Data source (or rationale if the question is not relevant/applicable)	Rating	Weighting (- / o / +)	Reason for weighting
<p>Evaluation dimension: Policy and priority focus</p>			1	o	–
<p>Are the objectives of the programme aligned with the (global, regional and country-specific) policies and priorities, in particular those of the (development policy) partners involved and affected and the BMZ?</p>	<p>Review of the alignment of objectives with the policies and priorities of the <u>Federal Ministry for Economic Cooperation and Development</u> (BMZ) (and the Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMVU)):</p> <ul style="list-style-type: none"> - 2030 Agenda (SDG 15, 13 and 1) and five key messages - Country list by partnership categories - One Health Strategy - BMZ/BMZ-BMVU sector documents - Human Rights Strategy 2011 and Human Rights Guidelines 2013 (currently under revision) - Federal Ministry for Economic Cooperation and Development's (BMZ) gender approach <p>Consistency of objectives with Ivorian <u>partners'</u> policies and priorities:</p>	<ul style="list-style-type: none"> - Draft of the German Federal Ministry for Economic Cooperation and Development (BMZ) DC programme - German Federal Ministry for Economic Cooperation and Development (BMZ) publications, including: <ul style="list-style-type: none"> o German Federal Ministry for Economic Cooperation and Development (BMZ) strategy "Investing in biodiversity – a matter of survival" o BMZ-BMUV: "Biological diversity – our common responsibility German cooperation with developing countries and emerging economies to implement the Convention on Biological Diversity for sustainable development" o German Federal Ministry for Economic Cooperation and Development (BMZ) Human Rights Strategy and Guidelines o Federal Ministry for Economic Cooperation and Development's (BMZ) gender approach - Documents and strategies of Ivorian partners (see left) 			

	<ul style="list-style-type: none"> - Ivorian classification of COP targets from 12/2022 - National prospective study “Etude Nationale Prospective Côte d’Ivoire 2040” - National Development Plan 2021–2025 - Stratégie nationale de préservation, de réhabilitation et d’extension des forêts, 2019 - National REDD+ strategy - Nationally Determined Contributions 				
<p>Do the objectives of the programme take into account the relevant political and institutional framework conditions (e.g. legislation, administrative capacity, actual power structures (including those related to ethnicity, gender, etc.))?</p>	<p>Was the right executing agency/partner selected?</p>				
<p>Evaluation dimension: Focus on needs and capacities of participants and stakeholders</p>			2	0	-
<p>Are the programme objectives focused on the developmental needs and capacities of the target group? Was the core problem identified correctly?</p>	<p>The target group is the local population in the periphery of the park, who are to benefit from the economic advantages of preserving biodiversity and the development of potential sources of income (participatory park management, small projects, eco-tourism, etc.).</p> <p>The target group is also indirectly the entire global population with the need to preserve biodiversity and climate change mitigation.</p> <p>What are the core needs of the local residents?</p> <p>Were the threats correctly described at the time of the project appraisal and what are the</p>	<p>Appraisal report, progress reports, final inspection report</p> <p>Interviews with local residents</p> <p>Interviews with representatives from OIPR and FPRCI, municipalities, local residents</p> <p>Park management process</p> <p>Project reports</p>			

	<p>main threats for Taï National Park at the time of the evaluation?</p> <p>Were all the park's threats sufficiently taken into account in the design and implementation of the measures?</p> <p>Did the target group have sufficient opportunities to participate in park management?</p> <p>Were the human rights needs of the target group adequately assessed from the perspective at the time and today?</p>				
<p>Were the needs and capacities of particularly disadvantaged or vulnerable parts of the target group taken into account (possible differentiation according to age, income, gender, ethnicity, etc.)? How was the target group selected?</p>	<p>Was a comprehensive target group and stakeholder analysis created during the design phase?</p> <p>Were the results taken into account in the project design?</p> <p>Are there indigenous population groups among the local populations, and does specific consideration need to be given to this population group?</p> <p>Are the AVCDs still working?</p>	<p>Project documents / interviews</p>			
<p>Would the programme (from an ex post perspective) have had other significant gender impact potentials if the concept had been designed differently? (FC-E-specific question)</p>	<p>Would women have benefited more and, if applicable, how could they have benefited more, e.g. during and via the selection of the financed local community measures?</p>	<p>Interviews with local residents, OIPR and FPRCI representatives and municipalities</p>			
<p>Evaluation dimension: Appropriateness of design</p>			1	o	-

<p>Was the design of the programme appropriate and realistic (technically, organisationally and financially) and in principle suitable for contributing to solving the core problem?</p>	<p>How realistic was the module objective and the measures derived from it, taking into account the available resources (term, financing amount, capacities of the partner, etc.)? From today's perspective, would a significantly different design be chosen?</p> <p>Were the components (OIPR support and FPRCI establishment) adequately taken into account?</p>	<p>Progress reports, interviews with partners (OIPR, FPRCI) and project managers, Technical Expert</p> <p>Final inspection report</p>
<p>Is the programme design sufficiently precise and plausible (transparency and verifiability of the target system and the underlying impact assumptions)?</p>	<p>How is the results matrix, including the objectives and indicators, to be assessed</p> <p>Are the objectives formulated precisely at impact and outcome level with SMART indicators?</p> <p>Is the impact logic coherent or is a new Theory of Change necessary?</p>	<p>Progress reports, interviews with partners (OIPR, FPRCI) as well as project managers, Technical Expert, GIZ</p> <p>Final inspection report</p>
<p>Please describe the results chain, incl. complementary measures, if necessary in the form of a graphical representation. Is this plausible? As well as specifying the original and, if necessary, adjusted target system, taking into account the impact levels (outcome and impact). The (adjusted) target system can also be displayed graphically. (FC-E-specific question)</p>	<p>The impact logic listed in the 2009 module proposal is: "By protecting Tai National Park from human intervention, the FC measure is making an important contribution to maintaining its globally significant function as a biotope, gene pool (biodiversity conservation) and object of study, as well as to any adapted use by tourists."</p> <p>Is this impact logic comprehensible and plausible, and how would it be formulated as of today?</p>	<p>Module proposal / appraisal document</p>
<p>To what extent is the design of the programme based on a holistic approach to sustainable development (interplay of the social, environmental and economic dimensions of sustainability)?</p>	<p>See above: Are the design and measures geared to the various dimensions or are these adequately taken into account (see below for sustainability)?</p>	<p>Project documentation</p> <p>Interviews with different stakeholder groups</p>

For projects within the scope of DC programmes: is the programme, based on its design, suitable for achieving the objectives of the DC programme? To what extent is the impact level of the FC module meaningfully linked to the DC programme (e.g. outcome impact or output outcome)? (FC-E-specific question)	At the time of project appraisal, according to the appraisal report, there was no sector focus strategy.	Appraisal report / module proposal Final inspection report / progress monitoring reports			
Evaluation dimension: Response to changes/adaptability			2	0	-
Has the programme been adapted in the course of its implementation due to changed framework conditions (risks and potential)?	Were there significant changes to the framework conditions? Have other threat scenarios for the park been added (e.g., population influx)? No adjustments according to the final inspection report. Would changes have been necessary?	Project reports Interviews with project stakeholders			

Coherence

Evaluation question	Specification of the question for the present project	Data source (or rationale if the question is not relevant/applicable)	Rating	Weighting (- / 0 / +)	Reason for weighting
Evaluation dimension: Internal coherence (division of tasks and synergies within German development cooperation):			2	0	-
To what extent is the programme designed in a complementary and collaborative manner within the German development cooperation (e.g. integration into DC programme, country/sector strategy)?	What is the assessment of how Component 1 was implemented (implementation by GIZ)? Were there any FC or TC projects parallel to this project and if so, which?	Interviews with project manager and GIZ representatives			

<p>Do the instruments of the German development cooperation dovetail in a conceptually meaningful way, and are synergies put to use?</p>	<p>What synergies were there with the TC activities?</p> <p>Were the other FC measures able to build on the project?</p>				
<p>Is the programme consistent with international norms and standards to which the German development cooperation is committed (e.g. human rights, Paris Climate Agreement, etc.)?</p>	<p>Has an environmental and social action plan been developed in line with the World Bank standard?</p>				
<p>Evaluation dimension: External coherence (complementarity and coordination with actors external to German DC):</p>			2	0	-
<p>To what extent does the programme complement and support the partner's own efforts (subsidiarity principle)?</p>	<p>What was the partner's contribution? Were salaries paid?</p>	<p>Interview with partners, project manager</p>			
<p>Is the design of the programme and its implementation coordinated with the activities of other donors?</p>	<p>When did which other donors rejoin the promotion of the biodiversity sector after the 2011 crisis, and what demarcation/synergy resulted?</p> <p>How was the WCF involved in planning and project implementation?</p>	<p>Project documents, reports, interviews with other donors/NGOs</p>			
<p>Was the programme designed to use the existing systems and structures (of partners/other donors/international organisations) for the implementation of its activities and to what extent are these used?</p>	<p>What was the status of FPRCI's preparation? Who supported FPRCI until that point?</p> <p>How does the joint preparation of the annual operational plans for Tai National Park work?</p>	<p>Project documents and reports, interviews with partners and other donors</p>			
<p>Are common systems (of partners/other donors/international organisations) used for monitoring/evaluation, learning and accountability?</p>	<p>What does the foundation's reporting look like? Are the same reports accepted by all donors?</p>	<p>Interviews with FPRCI and other donors.</p>			

Effectiveness

Evaluation question	Specification of the question for the present project	Data source (or rationale if the question is not relevant/applicable)	Rating	Weighting (- / o / +)	Reason for weighting
Evaluation dimension: Achievement of (intended) targets			2	o	-
Were the (if necessary, adjusted) objectives of the programme (incl. capacity development measures) achieved? Table of indicators: Comparison of actual/target	The focus will be on the outcome level. An examination is to be made as to whether there is a need for the objective and the indicators to be adjusted. Are there data sources for any new, SMART indicators, e.g., PAMETT or IMET? Are there continuous series of figures on the number of chimpanzees and forest elephants as indicator species?	Appraisal report, progress reports, final inspection report, interviews with various stakeholders			
Evaluation dimension: Contribution to achieving objectives:			2	o	-
To what extent were the outputs of the programme delivered as planned (or adapted to new developments)? <i>(Learning/help question)</i>	Were investment measures successful? Are the infrastructure measures still in place? What is the state of the infrastructure measures?	Project reports, triangulation of selected results and evaluations of the final inspection via interviews and on-site visit			
Are the outputs provided and the capacities created used?	How is tourism developing? Are the rehabilitated infrastructure measures being used (especially Eco-tel; Base de vie, health centres, etc.)? How are they maintained? Are the necessary rehabilitation/maintenance measures carried out, and who finances them?	Project reports, triangulation of selected results and evaluations of the final inspection via interviews and on-site visit			

	<p>How effectively does the foundation work?</p> <p>Are planning documents (e.g. PAG) continued in later phases?</p> <p>What happened to selected local community measures?</p> <p>What is the state of awareness among local residents?</p>	
<p>To what extent is equal access to the outputs provided and the capacities created guaranteed (e.g. non-discriminatory, physically accessible, financially affordable, qualitatively, socially and culturally acceptable)?</p>	<p>Have specific local measures been designed for the promotion of women?</p> <p>Was there a differentiation of local measures according to ethnic group?</p>	<p>Project reports, triangulation of selected results and evaluations of the final inspection via interviews and on-site visit</p>
<p>To what extent did the programme contribute to achieving the objectives?</p>		<p>Project reports, triangulation of selected results and evaluations of the final inspection via interviews and on-site visit</p>
<p>To what extent did the programme contribute to achieving the objectives at the level of the intended beneficiaries?</p>	<p>How does the funding contribute to the ability of the foundation to function?</p> <p>How does the financed infrastructure contribute to achieving the objectives?</p>	<p>Project reports, triangulation of selected results and evaluations of the final inspection via interviews and on-site visit</p>
<p>Did the programme contribute to the achievement of objectives at the level of the particularly disadvantaged or vulnerable groups involved and affected (potential differentiation according to age, income, gender, ethnicity, etc.)?</p>	<p>See above</p>	<p>Project reports, triangulation of selected results and evaluations of the final inspection via interviews and on-site visit</p>
<p>Were there measures that specifically addressed gender impact potential (e.g. through the involvement of women in project committees, water</p>	<p>What role did women play in the AVCDs?</p>	<p>Project reports, triangulation of selected results and evaluations of the final inspection via interviews and on-site visit</p>

<p>committees, use of social workers for women, etc.)? (FC-E-specific question)</p>	<p>How have women participated in the decision-making processes of park management?</p>					
<p>Which project-internal factors (technical, organisational or financial) were decisive for the achievement or non-achievement of the intended objectives of the programme? (<i>Learning/help question</i>)</p>	<p>Was the budget sufficient?</p> <p>Was OIPR able to maintain sufficient staff to carry out the monitoring?</p> <p>Was the implementation of Component 1 by GIZ effective?</p>					
<p>Which external factors were decisive for the achievement or non-achievement of the intended objectives of the programme (also taking into account the risks anticipated beforehand)? (<i>Learning/help question</i>)</p>	<p>How did the increasing population density impact the threat to the park?</p> <p>Has the discovery of further gold deposits threatened the park?</p> <p>How has the security situation changed?</p> <p>Were there any other significant changes in the surroundings of the park (e.g., electricity, transport or water infrastructure)? If yes, what influence does/did this have on the target achievement?</p>					
<p>Evaluation dimension: Quality of implementation</p>				2	0	-
<p>How is the quality of the management and implementation of the programme to be evaluated with regard to the achievement of objectives?</p>	<p>Have the annual operational plans been prepared at a sufficient level?</p> <p>How is the design as a cooperation project to be assessed with GIZ as the control institution for Component 1?</p>	<p>Interviews with project managers, project reports</p>				

How is the quality of the management, implementation and participation in the programme by the partners/sponsors evaluated?	Which partners were involved? What was the role of the WCF and how did it perform it, if applicable?	Interviews with project managers, project reports			
Were gender results and relevant risks in/through the project (gender-based violence, e.g. in the context of infrastructure or empowerment projects) regularly monitored or otherwise taken into account during implementation? Have corresponding measures (e.g. as part of a CM) been implemented in a timely manner? (FC-E-specific question)	Have gender risks been identified? Was there (gender-based) violence? Have corresponding incidents been documented? How was this dealt with and what were the possible consequences?	Interviews with project managers, representatives of target groups Project reports			
What role did local residents' participation play in the implementation?	Was the participation concept sufficient for the success of the project?	Interviews with local residents and other project participants Project reports			
Evaluation dimension: Unintended consequences (positive or negative)			2	0	-
Can unintended positive/negative direct impacts (social, economic, ecological and, where applicable, those affecting vulnerable groups) be seen (or are they foreseeable)?	Were there any complaints from the local population or other affected parties? How did the clarification take place and what were the consequences, if any?	Project reports Interviews with project participants			
What potential/risks arise from the positive/negative unintended effects and how should they be evaluated?		Project reports Interviews with project participants			
How did the programme respond to the potential/risks of the positive/negative unintended effects?		Project reports Interviews with project participants			

Efficiency

Evaluation question	Specification of the question for the present project	Data source (or rationale if the question is not relevant/applicable)	Rating	Weighting (- / o / +)	Reason for weighting
Evaluation dimension: Production efficiency			2	o	-
How are the inputs (financial and material resources) of the programme distributed (e.g. by instruments, sectors, sub-measures, also taking into account the cost contributions of the partners/executing agency/other participants and affected parties, etc.)? (Learning and help question)	Did the division of financial resources between the two components make sense?	Appraisal report, final inspection report Interviews with project participants			
To what extent were the inputs of the programme used efficiently in relation to the outputs produced (products, capital goods and services) (if possible in a comparison with data from other evaluations of a region, sector, etc.)? For example, comparison of specific costs.	Was it efficient to work without a consultant in Component 1?	Project reports Interviews with project participants			
If necessary, as a complementary perspective: To what extent could the outputs of the programme have been increased by an alternative use of inputs (if possible in a comparison with data from other evaluations of a region, sector, etc.)?	How have the costs of the foundation developed compared to the foundation capital? Is the foundation working efficiently after project implementation?	Project reports Interviews with project participants AFD Evaluation Report			
Were the outputs produced on time and within the planned period?	Could the delay at the start of the project have been avoided? What would have been the consequence?	Interviews with project participants Final inspection report			
Were the coordination and management costs reasonable (e.g. implementation consultant's cost component)? (FC-E-specific question)	see above: Use of GIZ as part of Component 1.	Interviews with project participants Project reports			

	Were the costs for IUCN (Component 2) reasonable?				
Evaluation dimension: Allocation efficiency			2	0	-
In what other ways and at what costs could the effects achieved (outcome/impact) have been attained? (<i>Learning/help question</i>)	Is it efficient/suitable to set up a foundation?				
To what extent could the effects achieved have been attained in a more cost-effective manner, compared with an alternatively designed programme?	Would a continuation of direct, bilateral promotion of Taï National Park be more efficient compared to promotion via the foundation?				
If necessary, as a complementary perspective: To what extent could the positive effects have been increased with the resources available, compared to an alternatively designed programme?	-				
Note: If the internal identifier PSP (Private Sector Participation; see Inpro under 1.11) was issued for the project or there is generally cooperation with private actors (commercial banks, companies, professional NGOs) in the implementation of FC (private sector as an instrument), the following evaluation question must be taken into account:					
In what respect was the use of public funds financially complementary?	No specification necessary				

Impact

Evaluation question	Specification of the question for the present project	Data source (or rationale if the question is not relevant/applicable)	Rating	Weighting (- / 0 / +)	Reason for weighting
Evaluation dimension: Overarching developmental changes (intended)			2	0	-
Is it possible to identify overarching developmental changes to which the programme should contribute? (Or if	Are relevant climatic data available for the region?	National and international statistics Project reports			

<p>foreseeable, please be as specific as possible in terms of time.)</p>	<p>What research has been done?</p> <p>Can data about improvements to living conditions be found and, if applicable, evaluated sensibly?</p> <p>What trends have developed with regard to tourism?</p>	<p>Interviews with project participants</p>				
<p>Is it possible to identify overarching developmental changes (social, economic, environmental and their interactions) at the level of the intended beneficiaries? (Or if foreseeable, please be as specific as possible in terms of time).</p>		<p>Income statistics for the region around Tai National Park</p>				
<p>To what extent can overarching developmental changes be identified at the level of particularly disadvantaged or vulnerable parts of the target group to which the programme should contribute? (Or, if foreseeable, please be as specific as possible in terms of time).</p>	<p>Are and, if applicable, what changes are observable for the different groups of the indigenous population?</p>					
<p>Evaluation dimension: Contribution to overarching developmental changes (intended)</p>				<p>2</p>	<p>0</p>	<p>–</p>
<p>To what extent did the programme actually contribute to the identified or foreseeable overarching developmental changes (also taking into account the political stability) to which the programme should contribute?</p>	<p>What influence did the population's increased access have?</p>	<p>Interviews</p> <p>Project reports</p>				
<p>To what extent did the programme achieve its intended (possibly adjusted) developmental objectives? In other words, are the project impacts sufficiently tangible not only at outcome</p>		<p>Interviews with project participants</p>				

level, but at impact level? (e.g. drinking water supply/health effects)		
Did the programme contribute to achieving its (possibly adjusted) developmental objectives at the level of the intended beneficiaries?	If there have been changes: can these be plausibly attributed to the project activities?	
Has the programme contributed to overarching developmental changes or changes in life situations at the level of particularly disadvantaged or vulnerable parts of the target group (potential differentiation according to age, income, gender, ethnicity, etc.) to which the programme was intended to contribute?		
Which project-internal factors (technical, organisational or financial) were decisive for the achievement or non-achievement of the intended developmental objectives of the programme? (<i>Learning/help question</i>)		
Which external factors were decisive for the achievement or non-achievement of the intended developmental objectives of the programme? (<i>Learning/help question</i>)	Were there any natural disasters (e.g. fires) or force majeure (violent confrontations)?	Literature research Interviews Project reports
Does the project have a broad-based impact? To what extent has the programme led to structural or institutional changes (e.g. in organisations, systems and regulations)? (Structure formation) Was the programme exemplary and/or broadly effective and is it reproducible? (Model character)	Was the chosen approach replicated in other protected areas? Did/does the foundation have a pioneering role and, if applicable, what pioneering role does the foundation play? Has the approach been transferred to other projects?	Interviews, literature research Project reports

How would the development have gone without the programme (developmental additionality)?	Would Taï National Park (still) exist without the project?				
Evaluation dimension: Contribution to (unintended) overarching developmental changes			2	o	-
To what extent can unintended overarching developmental changes (also taking into account political stability) be identified (or, if foreseeable, please be as specific as possible in terms of time)?	Is there an increasing number of human-wildlife conflicts? What mechanisms are there to compensate for such conflicts or what compensation mechanisms are there?				
Did the programme noticeably or foreseeably contribute to unintended (positive and/or negative) overarching developmental impacts?					
Did the programme noticeably (or foreseeably) contribute to unintended (positive or negative) overarching developmental changes at the level of particularly disadvantaged or vulnerable groups ¹ (within or outside the target group) (do no harm, e.g. no strengthening of inequality (gender/ethnicity))?	see above: what effects can be observed on indigenous population groups?	Interviews Project reports			

Sustainability

Evaluation question	Specification of the question for the present project	Data source (or rationale if the question is not relevant/applicable)	Rating	Weighting (- / o / +)	Reason for weighting
Evaluation dimension: Capacities of participants and stakeholders			3	o	-

¹potential differentiation according to age, income, gender, ethnicity, etc.

<p>Are the target group, executing agencies and partners institutionally, personally and financially able and willing (ownership) to maintain the positive effects of the programme over time (after the end of the promotion)?</p>	<p>Does the Ivorian state continue to pay salaries?</p> <p>Among other things, are the OIPR management tools still being used?</p> <p>Will the foundation continue to function and finance Taï National Park in the long term?</p> <p>Will the foundation be able to raise additional donor funds to finance Taï National Park's potentially increasing financial needs?</p> <p>How are necessary reinvestments in the infrastructure (accommodation of the rangers, tourism infrastructure; health stations, etc.) financed? What is their current condition?</p>	<p>Project reports</p> <p>Interviews</p> <p>Secondary literature</p>			
<p>To what extent do the target group, executing agencies and partners demonstrate resilience to future risks that could jeopardise the impact of the programme?</p>	<p>What role can the further development of tourism play?</p> <p>How is the increasing population pressure in the area around Taï National Park being handled and what risks does this pose to the functioning of the protected area (illegal poaching, gold mining, etc.)?</p> <p>What influence do climate-related changes have on the project region?</p>	<p>Project reports</p> <p>Interviews</p> <p>Secondary literature</p>			
<p>Evaluation dimension: Contribution to supporting sustainable capacities:</p>			3	0	-
<p>Did the programme contribute to the target group, executing agencies and</p>	<p>How are the capacities of OIPR and FPRCI assessed? Has there been a</p>	<p>Interviews with project participants</p>			

partners being institutionally, personally and financially able and willing (ownership) to maintain the positive effects of the programme over time and, where necessary, to curb negative effects?	significant outflow of personnel or has there been an increase in personnel? What is the acceptance of the park from the perspective of the local residents? Are the positive effects consciously perceived and do they lead to lasting behavioural changes?	Project reports				
Did the programme contribute to strengthening the resilience of the target group, executing agencies and partners to risks that could jeopardise the effects of the programme?						
Did the programme contribute to strengthening the resilience of particularly disadvantaged groups to risks that could jeopardise the effects of the programme?						
Evaluation dimension: Durability of impacts over time				3	0	-
How stable is the context of the programme (e.g. social justice, economic performance, political stability, environmental balance)? (<i>Learning/help question</i>)	See above, what influence do the political changes in neighbouring countries and the associated population increase have on political stability? How does the development of the global cocoa market in particular influence the economic development of the region? How will human-wildlife conflicts develop?	Project reports Interviews Secondary literature				
To what extent is the durability of the positive effects of the programme influenced by the context? (<i>Learning/help question</i>)						
To what extent are the positive and, where applicable, the negative effects	Can it be assumed that the foundation will continue to operate efficiently?	Project reports				

<p>of the programme likely to be long-lasting?</p>	<p>How does the foundation deal with the risks on the capital market that have a significant impact on the foundation's investment income?</p> <p>Does or can the participatory approach need to be strengthened in order to involve the population as much as possible so that it respects the protection of the area?</p>	<p>Interviews</p> <p>Secondary literature</p>
<p>To what extent can the gender results of the intervention be considered permanent (ownership, capacities, etc.)? (FC-E-specific question)</p>		