

Annex A – Madagascar Annual Review

Title: Biodiverse Landscapes Fund - Madagascar		
Programme Value £ (full life): £10.2m		Review date: 06/06/22
Programme Code: BLF	Start date (from incorporation into BLF business case): 01/04/2021	End date: 15/09/2027

1. Summary of Programme Performance

Year	2022	2023	2024	2025	2026	2027	2028	2029
Overall Output Score	B							
Risk Rating	Minor							

DevTracker Link to Business Case:	tba
DevTracker Link to results framework:	tba

This is the first annual review of the Madagascar programme under the BLF and covers the period May 2021 to May 2022. The Madagascar programme is further ahead than the rest of the landscapes with the Lead Delivery Partner RBGK and consortium Delivery Partners already in place. This review period covers incorporation of the separate ICF Madagascar programme into the BLF, pre-grant agreement discussions with RBGK, and early programme inception activities.

The grant agreement was signed with RBGK on 20th December 2021 back dated to 15th September 2021, with inception activities starting in full in 2022. However, the Madagascar ToC and logframe are still being refined and aligned with the portfolio ToC and logframe, so results cannot yet be measured against the logframe. This has resulted in a more light-touch proportionate approach to the annual review. The annual review will therefore have a process focus, and will assess progress against the integration of the Madagascar programme into the BLF, early performance during the inception phase after signing of the grant agreement, and communication and ways of working between Defra and RBGK.

Highlights from the review period include:

- Finalisation of required changes to bring the programme into the BLF and full internal approvals to award the funding
- Signing of the grant agreement and start of programme delivery
- Completion of delivery partner review of RBGK (final report was issued in June 2022)
- Successful programme inception workshop
- Engagement with the Madagascar Ministry of the Environment and Sustainable Development including presentation of the programme
- Consortium agreement developed and signed
- Refinement of MEL plan and methodology including Madagascar-based workshop
- Programme safeguarding framework and approach in Madagascar-based workshop
- Kick-off of engagement between the Fund Manager and RBGK (transfer of direct grant management responsibilities still to be finalised as of the end of this review period)

Summary of progress

The Madagascar programme was originally approved as a separate ICF programme business case in July 2020. However, this was brought under the BLF as part of the BLF business case. Assessment of progress will therefore be based on the indicative timeline included in the BLF business case (see Annex A.1 below).

Overall, the Madagascar programme has experienced multiple delays with progress on its delivery plan. This is mainly due to delays in the process for incorporating the programme into the wider BLF and around procurement of certain specialists.

As a result, the **Madagascar programme has scored an average of B for this annual review**, performing below expectations.

Progress against delivery plan

Key deliverables planned to take place during the review period are based on the Madagascar programme indicative timeline (see Annex A.1 below). As this was only an indicative timeline for activities many of the expected delivery dates have been delayed.

Key deliverables progress:

1. **Finalisation of required changes to Madagascar programme and internal approval** – Changes to the programme have been finalised and the final internal approval was received from the Commercial Board in August 2021.
2. **Signing of grant agreement between Defra and RBGK and start of activities** – The grant agreement was signed between Defra and RBGK on 20th December 2021. The agreement was backdated to start 15th September 2021 with some preparatory activities happening between this and the agreement signing date, with the majority of activities starting after the agreement signing date.
3. **Transfer of grant management responsibilities to the Fund Manager** – Following the finalisation of the procurement of the Fund Manager in April 2022, progress on this transfer process has been made but is still to be finalised as of the end of this review period.

Problems/Barriers faced

- The process of finalising changes to the programme and getting required approvals took longer than expected, which resulted in an underspend in year 1 and delayed full integration of the Madagascar programme into ongoing grant management structures.

Lessons learned

- Appropriate timelines need to be put in place for workstreams to minimise the risk of unanticipated delays..

Plans for 2022/23

- **Finalisation of transfer of grant management responsibilities to the Fund Manager** – Finalise termination and re-execution of the Madagascar grant agreement with RBGK so that the Fund Manager can proceed with the administration of this grant agreement
- **Programme workshops** – Workshops to be conducted on fire management (June 2022) and transitioning the programme to implementation (late Summer 2022)
- **Safeguarding** – Field based review of safeguarding
- **Government engagement** – Continued engagement with the Madagascar Ministry for the Environment and Sustainable Development (MEDD) and the new Minister (July 2022 onwards)
- **Finalisation of landscape level ToC and logframe** – Work with the Fund Manager, the Independent Evaluator, RBGK, and the consortium MEL lead LTS-NIRAS to finalise the Madagascar ToC and logframe to align with the overall BLF by end of August 2022
- **Programme launch** – Formal launch of the programme in August 2022
- **Stakeholder analysis** – To be finalised by Autumn 2022
- **Knowledge exchange workshop** – To be conducted with stakeholders including the British Embassy Antananarivo and HMA David Ashley in Autumn 2022
- **Baselining** – Baselining to be started by the consortium after finalisation of the Madagascar ToC and logframe, with support from the Fund Manager and the Independent Evaluator

Description of programme

This programme aims to reduce deforestation and forest degradation within Madagascar's national park network (SAPM) by building the capacity of community and regional authorities to manage and monitor natural resources more effectively. It also seeks to transform the way in which communities use the forest to focus on long-term conservation support, by investing in sustainable farming practices and alternative livelihoods. This will include activities that create new sources of income. It also seeks to scale up and integrate successful community protected area management into payment for ecosystem and carbon credit schemes that will generate long-term benefits.

By demonstrating proof of concept for community-based forest management, this project seeks to help communities to attract new investment and access market-based opportunities that guarantee the long-term financial sustainability of the protected area network. The project aims to create a successful model that could be replicated across the protected area network.

Following a competitive process in 2020, a proposal submitted by a consortium with Lead Delivery Partner RBGK and comprising Delivery Partners Durrell Wildlife Conservation Trust (DWCT), Missouri Botanical Garden (MBG), Madagasikara Voakajy (MV), The Peregrine Fund (TPF), and CARE International (CARE) was selected as the successful proposal.

This proposal uses a holistic approach centred on community-based conservation, seeking to increase natural capital as a means to achieve long-term sustainability. Drawing from over 100 years of combined community-based conservation experience in Madagascar and mobilising a predominately Malagasy team (>80% of staff) and long-term trust built at each project site, the consortium will instigate and facilitate a fully inclusive process to demonstrate how residents living near protected areas (PAs) can sustainably improve their livelihoods and thereby reduce poverty through improved productivity, even under periods of increased environmental and socio-economic stress, while simultaneously respecting and supporting forest protection.

Key proposal outcomes are:

1. Local stakeholders develop an inclusive, consensual vision and plan for the sustainable management of natural resources in their landscape.
2. Local communities, with support from partners, effectively manage forested areas, including conservation of the local PA and sustainable use of natural resources in the broader landscape.
3. Food security, financial independence, and reproductive health are improved as a result of increased access to sustainable livelihood opportunities and community health services.
4. Effective management of forests, improved livelihoods, and food security result in reduced deforestation rates, protection of globally threatened biodiversity, and a net increase in carbon storage.
5. Knowledge of an improved approach for community-based PA management is built and shared throughout the SAPM network and all its stakeholders.

2. Performance and conclusions

Programme Management Tool Summary

This section briefly summarises the output/performance of programme management tools over the past year:

- i. **Logframe summary.** As previously indicated, a Madagascar logframe and ToC are not yet finalised and therefore cannot be reported against. Instead, Defra have used the indicative delivery plan from the BLF business case and early progress in the inception phase to develop the output indicators below.
- ii. **Value for money summary.** A value for money assessment cannot be conducted at this time as the logframe and related milestones and expected targets have not been finalised.
- iii. **Risk summary.** The Madagascar programme has been scored as Minor risk (see section 4).

Impact Assessment

The 2020 Madagascar business case identifies the overall impact aim of the Madagascar programme as:

The achievement of sustainable forest management of the SAPM through community managed protected areas for climate change mitigation and adaptation and poverty alleviation.

Performance against the impact of the Madagascar programme cannot be assessed without a robust programme-level results framework in place. It is expected that the ToC and logframe with robust indicators, baselines and targets aligned with ICF KPIs will be finalised in time for the next annual review.

Annual Outcome Assessment

Performance against the expected outcome of the Madagascar programme cannot be assessed without the finalised logframe and ToC. It is expected that these will be finalised in time for the next annual review.

Overall Output Score and Description

The Madagascar programme has received an overall rating of B in the period of this annual review. This reflects the delays to the programme delivery plans resulting from the delay to the integration of the programme into the BLF as outlined above. This annual review focuses on programme management processes and assesses the performance of the Madagascar programme during the review period using three outputs **i)** Integration of the Madagascar programme into the BLF **ii)** Early performance of the programme during the inception phase **iii)** Effectiveness of communication and ways of working between Defra and RBGK.

This annual review is an initial light-touch annual review to align with the mandatory review to take place 12 months after the programme is approved and signed off. This annual review is planned to be revised in December 2021/January 2022 to include finalised ToC and logframe outcomes and outputs to be tracked. We do not expect any results or outputs to be reported on at that time with these expected in the next full annual review to take place in December 2023 and all subsequent reviews to be output focused.

Table XX: Output Indicator Performance

The indicators below are scored A++ to C based on a scale of substantially exceeded expectation > moderately exceeded expectation > met expectation > moderately did not meet expectation > substantially did not meet expectation.

Output Number & Description	Impact Weighting (%)	Score
1. Integration of the Madagascar programme into the BLF	60	B
2. Early performance of the programme during the inception phase	20	A
3. Effectiveness of communication and ways of working between Defra and RBGK	20	A

3. Detailed Output Scoring

This section will go into detail on the progress toward the programme output indicators designed for this process annual review, reflecting on key milestones and challenges over the review period.

3.01 Process Output: Integration of the Madagascar programme into the BLF

The process output and associated indicators measure the progress towards integration of the Madagascar programme into the BLF. Progress is measured against the indicative timeline included in the BLF business case (see Annex A.1 below).

Output Title	Integration of the Madagascar programme into the BLF		
Output number:	1	Output Score:	B
Impact weighting (%):	60%	Weighting revised since last AR?	N/A

Indicator(s)	Milestone(s) for this review	Progress	Score (C – A++)
Finalisation of required changes to Madagascar programme and internal approval by May 2021	Sufficient changes to Madagascar programme have been made to allow for Investment Committee and Commercial Board reports to be produced and reports approved.	Achieved but with delay. The final internal approval from Commercial Board was received in August 2021.	B
Madagascar programme starts by June/July 2021	Grant agreement has been negotiated and signed between Defra and RBGK and programme activities have begun.	Achieved but with delay. A letter of intent to sign the grant agreement was issued from Defra to RBGK on 15 th September 2021 which allowed RBGK to start some preparatory activities. However, the grant agreement was not signed until 20 th December 2021 so programme activities did not begin in full until after this.	B
Integration of Madagascar programme into BLF Fund Manager and Independent Evaluator grant and MEL management processes by August/September 2021	Agreements are in place for the Fund Manager to lead on grant management responsibility of the programme and for the Independent Evaluator to lead on MEL	Partially achieved with delay (expected to be finalised after the end of this review period). The procurements for the Fund Manager and Independent Evaluator were both delayed, with these roles in place in April 2022 rather than the anticipated August 2021. This has delayed the integration of the Madagascar programme into ongoing grant and MEL management processes led by the Fund Manager and Independent Evaluator respectively. However, since the Fund Manager and Independent Evaluator have been in place, progress on this has been made, with the finalisation of the agreement to terminate and re-execute the grant agreement between Defra and RBGK to allow the Fund Manager to take on responsibility for management of this contract expected to be finalised after the end of this review period.	B

Key points:

The process of integrating the Madagascar programme into the BLF following the inclusion of the programme in the BLF business case required some reworking of the programme to align with the structure of the BLF, in particular adapting the original MEL framework from the proposal to avoid duplication with the work of the BLF Independent Evaluator. This process and internal approvals once finalised took longer than originally planned for in the BLF business case.

Negotiation and finalisation of the grant agreement also took longer than originally planned for. Finalisation of the integration of the Madagascar programme into the BLF will be completed once the Fund Manager and Independent Evaluator are in place and leading on the grant management and MEL oversight of the programme respectively. With the delays to these procurements, this finalisation has also been delayed. Since the Fund Manager has started in April 2022, progress has been made with the process of terminating the existing grant agreement between Defra and

RBGK and re-executing the agreement with the Fund Manager taking on responsibility for the management of the agreement, with the expectation that this will be finalised after the end of this review period.

3.02 Process Output: Early performance of the programme during the inception phase

The process output and associated indicators measure the early performance of the programme during the inception phase. Progress is measured against the key deliverables for the inception phase as per the grant agreement between Defra and RBGK. These include the timeliness and quality of quarterly reports, and progress against the finalisation of the programme ToC and logframe (the grant agreement deadline for this finalisation of six months after the signing of the grant agreement falls outside of this review period).

Output Title	Early performance of the programme during the inception phase		
Output number:	2	Output Score:	A
Impact weighting (%):	20%	Weighting revised since last AR?	N/A

Indicator(s)	Milestone(s) for this review	Progress	Score (C – A++)
Timeliness and quality of quarterly reports	Quarterly financial and narrative reports are submitted by RBGK to Defra following the end of the quarter in a timely manner, and are completed to a high standard.	Achieved. All reports have been completed to a high standard. Reports for the first quarter (September to December 2021) were submitted two months after the end of the quarter while reports for the second quarter (January to March 2022) were submitted within one month of the end of the quarter, with the improvement due to RBGK being able to recruit the role of Consortium Project Manager.	A
Progress against the finalisation of the ToC and logframe	Mobilisation of LTS-NIRAS as the programme MEL lead and development of the ToC and logframe as per the programme MEL workplan	Achieved. LTS-NIRAS have mobilised and started development of the refined ToC and logframe. Key progress was made on this at a MEL workshop in Madagascar in May 2022.	A

Key points:

Since the signing of the grant agreement in December 2021, progress during the inception phase of the programme has been on track. Reporting for the first quarter (September to December 2021) was completed to a high standard but was slightly delayed. The reports were originally expected by the end of January 2021 but were sent by RBGK to Defra on 25th February 2021. Reporting for the second quarter (January to March 2022) was also completed to a high standard and was submitted on time by the end of April 2022. During the interim, RBGK were able to recruit the key position of the Consortium Project Manager who has taken over responsibility on the coordination of these reports. The recruitment of this position, along with the position of the Consortium Project Officer, was delayed due to the delay in signing the grant agreement meaning that these positions could not be advertised until early 2022 and recruitment taking a minimum of three months from advertisement to onboarding.

The key deliverable of the inception phase of the programme is the finalisation of the programme ToC and logframe to allow for the start of baselining and the beginning of measurement of the outputs, outcomes, and impact of the programme. This was originally scheduled to be finalised within six months of the signing of the grant agreement (e.g. by the end of June 2022) but has been pushed back to the end of August 2022 (to be evaluated further in the next annual review as outlined in section 2 above). Progress against the finalisation of the logframe and ToC during this review period has been on track, with the key progress made at the MEL workshop in Madagascar in May 2022.

3.03 Process Output: Effectiveness of communication and ways of working between Defra and RBGK

The process output and associated indicators measure the effectiveness of communication and ways of working between Defra and RBGK throughout the period of integrating the Madagascar programme into the BLF and during the inception phase of the programme.

Output Title	Effectiveness of communication and ways of working between Defra and RBGK		
Output number:	3	Output Score:	A
Impact weighting (%):	20%	Weighting revised since last AR?	N/A

Indicator(s)	Milestone(s) for this review	Progress	Score (C – A++)
Regularity and quality of communication between Defra and RBGK	Updates and progress on both sides are communicated regularly and in a timely manner, and requests are responded to in a timely manner.	Achieved. Communication between Defra and RBGK has been open and frequent throughout the stages of integrating the programme into the BLF and continuing into the early inception phase of the programme.	A
Communication of risks or major changes	New risks, or status changes in existing risks, or major changes to the programme are communicated in a timely manner once they have become apparent, depending on the severity of the risk or change.	Partially achieved. Risks or changes have been communicated in a generally timely manner.	B

Key points:

Communication between Defra and RBGK has been frequent, positive, and open.

Communication of key risks and changes between Defra and RBGK were mostly done in a timely manner. Given the time and engagement required to produce consolidated reports and forecasts across the consortium due to the size of the consortium and the operating context in Madagascar, it was agreed between RBGK, Defra, and the Fund Manager that clear schedules of reporting and forecasting and clear requirements for these would be put in place as part of the Fund Manager grant management processes.

4. Risks

Overall Risk Rating

The Madagascar programme has a risk rating of **Minor** as of the end of this review period.

Overview of Programme Risk

A summary of the risks and associated mitigation measures and contingency plans, if risks occur are listed in the table below, for a more detailed breakdown please refer to **Annex A.2 – Detailed Madagascar risks table**.

Probability (or likelihood) is based on a scale of very unlikely > unlikely > possible > likely > almost certain.

Impact is based on the scale of insignificant > minor > moderate > major > severe.

Risk Rating is based on the Red Amber Green (RAG) system.

Risk Type	Risk Appetite	RAG risk rating	Summary risk	Mitigation
Context	Moderate	Minor	Potential political and regional instability, the reemergence of Covid-19, and the effect of natural hazards represent major contextual risks to the programme.	Continuous contextual monitoring will be done by RBGK and consortium partners, with contingency plans in place for the continuation of programme activities. This will be supplemented by support from the Fund Manager and Independent Evaluator, along with Defra in collaboration with British Embassy Antananarivo.
Delivery	Major	Minor	The hybrid nature of the Delivery Partner consortium and the innovative approach of the programme represent major risks to the successful delivery of the programme. Along with this, programme delivery may be at risk due to lack of sufficient engagement and low efficiency or effectiveness of delivered activities.	Strong cohesion among consortium members will be achieved through defined governance structures and regular meetings, exchanges, and workshops. Detailed planning, analysis, and monitoring processes will be in place throughout the programme, along with engagement with key stakeholders. In addition, the Fund Manager and Independent Evaluator will support a learning cycle where evidence-based recommendations are built into adaptive programming changes.
Safeguarding	Minor	Minor	Programme staff or key linked, or perceived linked, stakeholders committing harm represents a major safeguarding risk.	Safeguarding policies and processes are in place for the consortium, verified through a Delivery Partner Review exercise conducted by RBGK. Continuous monitoring and community engagement will be in place, along with a whistle blower policy and hotline numbers shared with all staff and project participants.
Operational	Moderate	Minor	Staff turnover or procurement issues represent a major operational risk within the Delivery Partner consortium. In addition, the nature of transfer of grant management and MEL oversight responsibilities to the Fund Manager and Independent Evaluator respectively	Knowledge retention will be built into the consortium ways of working, and planning and coordination will minimise the risk due to procurement issues. To mitigate the risk from the transfer to the Fund Manager and Independent Evaluator processes, evaluation components on these processes were built

			mean that if these processes are not handled effectively, this could also represent a major operational risk.	into the procurements for both roles and have been a key part of the mobilisation plans of both roles.
Fiduciary	Major	Moderate	Exchange rate fluctuations, spiking headline inflation and failure to meet compliance requirements represent major fiduciary risks, while misappropriation of funds through fiduciary fraud represents a severe fiduciary risk.	Effective fiduciary management policies will be in place throughout the consortium, with sufficient budget included for appropriate staffing positions. Anti-bribery and corruption policies will be in place, along with a whistle blower policy and hotline numbers. Additional fiduciary checks will be done by both the Fund Manager and Defra before payment to RBGK, along with audit requirements built into grant management processes.
Reputational	Minor	Minor	Key stakeholders, including local communities and Madagascar government, not feeling sufficiently consulted or included in the project represents a major reputational risk.	Consultation with key stakeholders has been built into the consortium programme, with specific focus on local communities and the Madagascar government. Requirements for sufficient engagement were built into the funding competition process, and the programme builds on a combined experience of over 100 years of operating in Madagascar between the consortium Delivery Partners.

Issues for Consideration

As detailed throughout this annual review, the Madagascar programme has experienced a number of challenges in the review period.

- Delays to the finalisation of programme changes and internal Defra approvals. Further delays to the finalisation and signing of the grant agreement between Defra and RBGK resulted in an underspend in year 1 of the programme. A budget reforecast process is reallocating this underspend in conjunction with a whole portfolio reforecast process, minimising the ongoing fiduciary risk from this underspend. This also represents a minimal delivery risk to the programme, as planned activities will be conducted in year 2 and onwards.

Safeguarding Concerns

Defra has not been notified of any safeguarding concerns in this review period. All safeguarding concerns should be reported to Defra at the soonest possible moment and Defra should remain informed of any developments relating to safeguarding concerns.

5. Value for Money & Financial Performance

The financial performance and value for money assessment has not been carried out for this annual review, as already stated due to delays, operations have not been ongoing for long enough for a financial and value for money assessment to be feasible to carry out. This is planned to be part of the revised annual review scheduled for December.

Does the Madagascar Programme Continue to Represent Value for Money?

Defra cannot conclude if the Madagascar programme continues to represent good value for money for the reasons stated above.

6. Commercial Consideration

Delivery against the Planned Timeframe

As outlined previously in this annual review, there have been a number of delays to delivery against the planned timeframe throughout the review period.

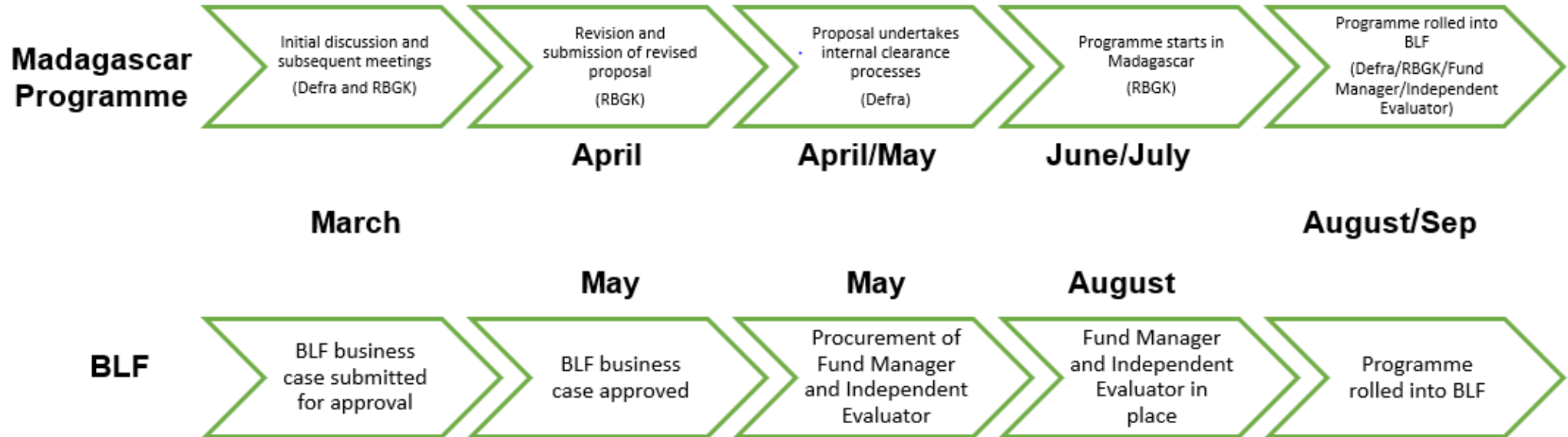
- Finalisation of required changes to the Madagascar programme and internal Defra approvals were planned by May 2021 but were finalised in August 2021.
- Madagascar programme start was planned by June/July 2021 but grant agreement started in September 2021, although delays to the signing of the grant agreement meant that activities did not begin in full until December 2021.
- Integration of the Madagascar programme into the Fund Manager and Independent Evaluator grant and MEL management processes was planned by August/September 2021 but is still ongoing as of the end of this review period.

Performance of Partnership(s)

Defra/ RBGK

Defra and RBGK continue to maintain regular contact to ensure a good working relationship. Meetings to discuss issues and coordinate next steps have taken place throughout the period of making changes to the programme before approval and continued as the programme has begun implementation. Since the Fund Manager has started working, Defra and RBGK have coordinated with the Fund Manager to start the process of transferring the direct relationship management from Defra to the Fund Manager. The specific relationships that will be in place between Defra and RBGK and the Fund Manager and RBGK will be developed further throughout 2022.

Annex A.1 – Indicative Madagascar timeline



Annex A.2 – Detailed Madagascar risks table

Gross risk					
Risk description <i>= cause of risk -> risk event -> impact on programme</i>	Likelihood <i>(Rare, Unlikely, Possible, Likely, Almost Certain)</i>	Impact <i>(Insignificant, Minor, Moderate, Major, Severe)</i>	Risk rating	Mitigation	Residual risk
Context					
Political instability can lead to increased security risks for programme personnel, restrict the ability to hold large meetings and training. Changes in Government and or in cabinet cause Ministerial changes which will potentially delay key programme activities.	Possible	Moderate	Major	Ensure a continuous context monitoring. Programme engagement at multiple levels in hierarchy from regional officers to government agencies and national ministry levels. Define contingency plans with key stakeholders.	Minor
Re-emergence of Covid-19 after the start of the programme. Disruption of programme activities due to Covid-19 pandemic and measures in place to contain the spread (national and international).	Possible	Major	Major	In case of international travel restrictions, meetings will be postponed or held remotely. Resourcing of National HR capacity. Develop SOPs to ensure continuation of operations including telework when possible and procure protective equipment for staff and partners if relevant. In addition, due to the current vaccination rollout in Madagascar and globally and the existing testing regime, the impact of this risk has been minimised.	Minor

Increased regional insecurity in Madagascar. Rapid increase in levels of insecurity in regions that may limit the ability of partners to travel into sites to undertake regular programme activities, further training, and exchanges.	Possible	Moderate	Major	Ensure a continuous monitoring of context and security involving beneficiaries and key stakeholders. Develop contingency plans and adapt SOPs to context change	Minor
Natural hazards affecting one or more areas of intervention during the programme implementation.	Possible	Major	Major	Develop contingency planning and adapt SOPs to context change. Include disaster risk reduction activities in programme plan and during the programme implementation.	Moderate
Delivery					
Lack of cohesion due to the hybrid nature of the consortium and nature of members.	Possible	Moderate	Major	Governance structure defined to ensure strong cohesion and contribution of all members. Regular technical meetings, exchanges and lessons learned workshops organised among members.	Minor
Initiatives may be innovative and untested which may result in wasted funds or programme failure.	Possible	Major	Major	Detailed analysis, planning and monitoring of programme progress. Learning processes to feed into adaptive management across all tasks.	Moderate
Lack of sufficient engagement with key stakeholders leads to a negative perception of the programme reduces the quality, the impact and sustainability of the programme.	Possible	Major	Major	Train staff in methodologies and tools dedicated to community and key stakeholder engagement. Ensure governance structures have sufficient representation from key representative bodies and relevant national authorities.	Minor
Low efficiency in delivery of activities.	Possible	Moderate	Major	Ensure detailed planning and continuous monitoring of resources use. Conduct comprehensive and effective assessments. Learning processes to feed into adaptive management across all tasks.	Minor

Programme initiatives do not achieve intended outputs (low effectiveness).	Possible	Moderate	Major	Detailed assessments and stakeholder engagement to understand intervention and objectives expected. Learning processes to feed into adaptive management across all tasks. Programme MEL to identify 'what works' for potential replication or scale up.	Minor
Safeguarding					
Programme staff or key stakeholders linked, or perceived to be linked, with the consortium members engage in forms of physical or emotional violence or abuse and financial exploitation.	Possible	Major	Major	All team members and delivery partners will be bound to adherence to safeguarding policy and trained. Continuous monitoring of employees and contractor activities. Whistle blower policy and hotline numbers shared with all staff, recipients, and programme participants.	Minor
Poor safeguards leading to negative environmental impacts.	Possible	Major	Major	Operate in alignment with the 'Do No Harm' principle. Ensure continuous mainstreaming of environmental considerations. Exclude high risk environment activities from the programme.	Minor
Poor safeguards leading to negative social impacts.	Possible	Major	Major	Operate in alignment with the 'Do No Harm' principle. Ensure continuous mainstreaming of social considerations and community engagement. Exclude high risk social activities from the programme.	Minor
Operational					
Risk that the evaluation component of the Madagascar programme is not comprehensively aligned with the BLF.	Possible	Major	Major	We have informed the delivery partners of our intended management structure including the Independent Evaluator. We will work closely with the delivery partners to ensure that they have as much information as	Minor

				possible to align their evaluation approach with how the Independent Evaluator will work and we have included a clause in the grant agreement which says that the ways of working may need adjusting once the Fund Manager and Independent Evaluator are on board. Alignment of the Madagascar programme with the BLF will be a key area for evaluation in the procurement of the Independent Evaluator and throughout the mobilisation of this contract.	
Risk that the managing relationship with RBGK is not successfully passed over to the Fund Manager when they are contracted	Possible	Major	Major	We have informed the delivery partners of our intended management structure and we have included a clause in the grant agreement which says that the ways of working may need adjusting once the Fund Manager is on board. We will work closely with the delivery partners and the Fund Manager to ensure that this transition is as smooth as possible. This process will be included as a key area for evaluation in the procurement of the Fund Manager and throughout the mobilisation of this contract.	Moderate
Staff turnover leads to a loss of valuable programme knowledge and disruptions to planned activities.	Likely	Moderate	Major	Proactively manage staff motivation and expectations. Encourage the transfer of knowledge within teams through internal technical meetings for the different tasks so that no one individual becomes irreplaceable. Identify and train second level of staff able to replace potential leavers.	Minor

Delays in procurement (contracts, services, purchases)	Possible	Major	Major	Ensure procurement staff are sufficient and well trained. Ensure proper planning and coordination between programme and procurement staff.	Minor
Fiduciary					
Fluctuations in exchange rate.	Likely	Moderate	Major	Finance officers monitor cashflow on a monthly basis. Allocate some level of coverage for inflation into unit costs. When possible, negotiate contracts and payments in the contract currency (GBP)	Minor
Base Inflation rate significantly exceeds anticipated budgetary buffers	Likely	Major	Major	Finance and management officers monitor impacts on procurement costs Quarterly review of delivery partners expected positions related to headline UK and Madagascar inflation rate Maximise contract price competitiveness through advanced purchase window Mobilise existing inflation buffer towards most sensitive cost centres	Moderate

Corruption involving Defra funds/activities are not used for their intended purpose and/or cannot be properly accounted for.	Possible	Major	Major	Contractual compliance and training on bribery, corruption and safeguarding. Careful and rigorous selection of suppliers and due diligence on all partner organisations. Ensure payments to suppliers/recipients are based on clear evidence of work undertaken. Regular controls of processes and payments/audits.	Moderate
The programme fails to meet Defra compliance requirements and/or expectations	Possible	Major	Major	Ensure monitoring of the programme according to donor compliance standards. Ensure training and monitoring of staff on donor requirements (procurement, finance, visibility). Maintain constant communications with donor.	Minor
Pressure on team members to meet rent-seeking or other unreasonable financial demands from influential stakeholders.	Likely	Major	Severe	Require all team members to agree to apply anti-bribery and corruption policies. Whistle blower policy and hotline numbers shared with all staff, recipients and programme participants.	Moderate
Reputational					

<p>Risk that Madagascar government does not feel sufficiently consulted or included in the programme.</p>	Possible	Major	Major	<p>Part of the requirements for applications for funding was that delivery partners have the authorisation of governments to operate in the country. All consortium partners have such agreements and have extensive track records of engagement with the Madagascar government and contacts at multiple levels. Once Defra has made the Madagascar government aware of the programme, the consortium will engage collectively with the government and are committed to keeping the government closely involved. We will continue engaging with FCO Post in Madagascar to guide our engagement with the Government of Madagascar.</p>	Minor
<p>Risk that local Madagascar communities do not feel sufficiently consulted or included in the programme.</p>	Possible	Major	Major	<p>Consultation with local communities is a requirement for funding under the BLF. Collaboration with local communities is a central component of the consortium's proposal. The consortium has built trust with local communities through decades of work in Madagascar and continued consultation with local communities is embedded throughout their workplan.</p>	Minor