

# FINAL PROJECT COMPLETION REPORT

## I. BASIC DATA

**Organization Name:** Fanamby

**Project Title:** Central Menabe Biodiversity: Plan for protection of nature's rich endowment through the development of a regional management scheme

**Date of Report:** August 20, 2003

## II. OPENING REMARKS

*Provide any opening remarks that may assist in the review of this report.*

### **Strategic planning**

The long-term goal of this project is to conserve and protect biodiversity in Central Menabe by developing protected areas managed under a “**Regional Management Plan**”. FANAMBY will work closely with the Ministry of Waters and Forests, local institutions, NGO's and stakeholders through the Regional Committee for Development (CRD) to ensure consensus on management plan strategies and development of a protected areas system.

Over the next year, FANAMBY's priority goal is to establish a regional management scheme for the highly endangered biodiversity in the Central Menabe region. The protected areas system will be based around the strategies and priority conservation sites defined within the scheme.

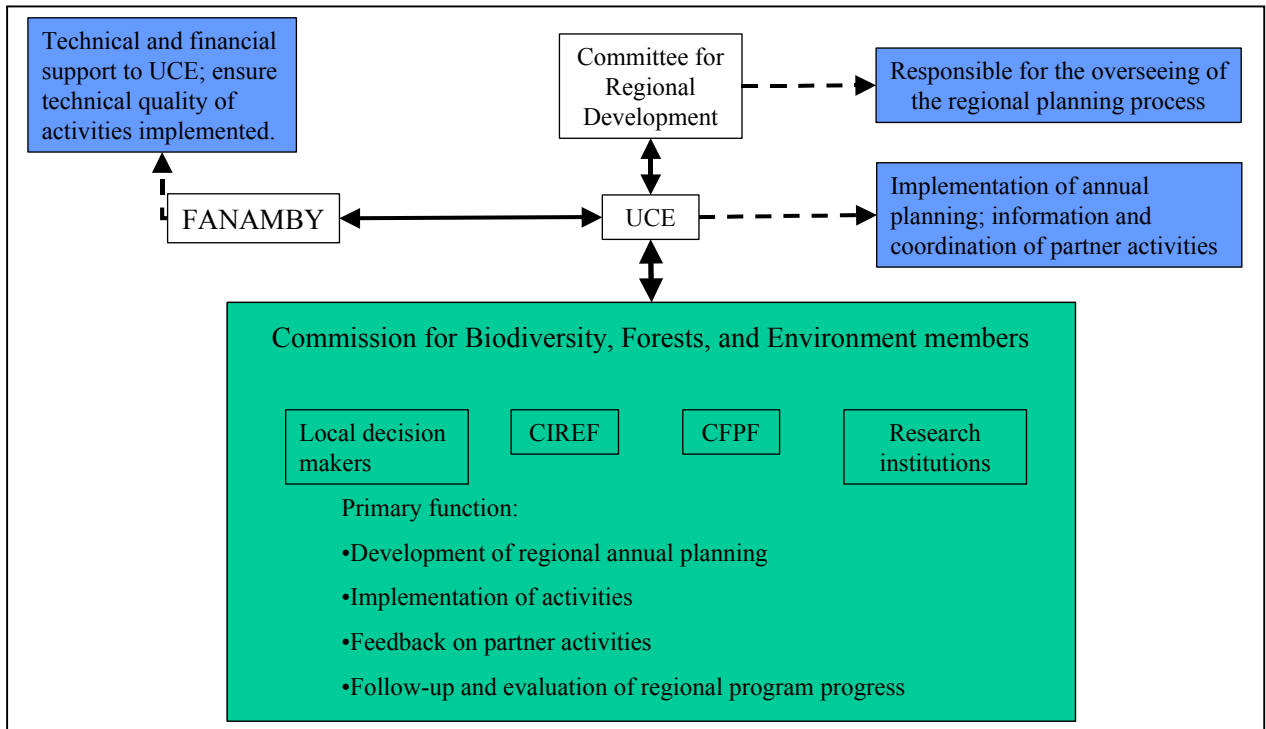
FANAMBY will achieve the conservation goal by working as a catalyst to draw together and organize existing institutions in the Menabe region. We will also support local institutions to develop the human resources capacity essential to manage the long-term goals of design, implementation and sustainability of the protected areas system.

### **VI. Project organization and strategic goals**

FANAMBYs role in the Menabe region was to provide support financially, organizationally and technically to existing organizations. Specifically, FANAMBY supported two regional conservation and development organizations: (1) the “Commission for Biodiversity, Forests and Environment,” which is a sub-division of (2) the Committee for Regional Development (CRD) (see Table 1 below). The Platform is a consortium or think tank of local NGOs, authorities and stakeholders working toward conservation. The CRD acts as a first stop for information seekers entering regional development, but is not fully integrated into the conservation planning of the region. FANAMBY worked within the framework of the CRD and Commission to develop and

coordinate a single vision among actors and establish these two organizations as conservation leaders in the region including improved communications among actors, authorities and stakeholders, increased dialogue between conflicting stakeholders, facilitate resolution, and the development of concrete tools such as a centralized database on which to develop a sound management plan and protected area zoning.

Table 1



### III. ACHIEVEMENT OF PROJECT PURPOSE

**Project Purpose:** *The project purpose is to ensure that local communities, conservation actors and authorities are involved in the design of conservation management strategies of Central Menabe.*

#### Planned vs. Actual Performance

Indicator	Actual at Completion
<b>Purpose-level:</b>	
1.1 <i>By the end of the project, local authorities and communities use information developed throughout the project as a decision making tool.</i>	FANAMBY led a process to develop a conservation strategy in the region based on the developed zoning plan, on input from local and national partners and the existing National and Regional Forest Directory Plans. The overall Menabe Forest Directory Plan (MFDP) was completed and authorized as the result of a FANAMBY sponsored meeting March 31, 2003. The plan now serves as the guide to regional conservation and development actions. All partners working in the region are obligated to present their annual action plans regionally and assure their strategies fit in the MFDP. Elements of the plan have been implemented since its signing; the regional forest service (CIREF), through support from FANAMBY, has eliminated illegal logging in the 30,000 ha conservation zone, Durrell and DPZ continue research in the same conservation zone, which has been partially sponsored by FANAMBY, and FANAMBY and partners continue working with communities to establish village environmental associations that will eventually manage local natural resources issues.
1.2 <i>Local authorities and community members are trained and informed about the laws governing conservation in Central Menabe.</i>	FANAMBY implemented a forestry law training and informational program that taught forestry law to regional authorities, community members, law enforcement services, the forest service and all partner organizations. The program contained a formal forestry law training seminar held during three days in September 2002, two community festivals that highlighted a speech made by the Malagasy President calling for the end of bush fires and slash and burn agriculture. The festivals ended with cultural events, local commentary on conservation, and training on laws governing natural resources. Also included in the annual program was a media campaign; radio programs discussing forestry law using dialogues, songs and community feedback were developed. Environmental festivals were filmed and aired locally. All forestry law training functions have been filmed and aired locally.
1.3 <i>By the end of the project, local authorities</i>	An abbreviated natural resources database has

<p><i>and communities implement elements of the management strategy.</i></p>	<p>been completed during the first six months of the project that included an appropriate zoning proposition for the protection of 30,000 ha of primary forest. This information has been used to form regional and national opinion to initiate conservation actions. The 30,000 ha area has been identified as a future conservation site that will be announced at the 5th World Parks Congress in DURBAN September 2003. Regional authorities are using this same data as a base for regional development strategies that will sustainably manage natural resources as a conservation site. The database is being used by local authorities and other NGOs as a support document to preserve remaining natural resources.</p>
<p><i>1.4 Laws protecting natural resources in Central Menabe are enforced.</i></p>	<p>In addition to the forestry law-training program, Fanamby signed a Memorandum of Understanding with the local and national forest service to ensure a collaborative effort in stopping all forms of illegal natural resources usage. Monthly joint forest patrols have completed to stop illicit harvesting in Central Menabe by the "Mixed Patrol". Mixed Patrols always include members of the local forest service, law agencies and partner organizations. These patrols have been extremely effective in keeping illicit activities out of the Kirindy forest and have led to the prosecution of three illegal loggers within the conservation zone. As many forestry agents have not received updated training in investigative techniques and official write-up and submission of investigative documentation, FANAMBY sponsored three trainings for the national administration to assist and train regional agents investigate and write up the prosecution of delinquents. FANAMBY continues to work with local Waters and Forests agents by supporting training in the administrative aspects of forestry patrols that ensure perpetrators are prosecuted.</p>

***Describe the success of the project in terms of achieving its intended impact objective and performance indicators.***

**Project result**

The following is a brief description of the major results achieved throughout the course of the project. Other sections provide greater detail on project results including the attached project matrix report and “adaptive management” and “Lessons learned”.

During the project year FANAMBY successfully completed the defined project objectives, prepared follow on activities and secured financing for the continued project. The four basic objectives FANAMBY needed to achieve for the year were (1) identify

high biodiversity priority conservation areas and put in motion a mechanism for their protection, (2) better governance program, (3) support local institutions (the Regional Committee for Development and the Commission for Biodiversity, Forests and Environment) to implicate local communities and teach region leaders to be the ultimate natural resources usage decision makers, and (4) ensure that a homogeneous natural resources policy resulted from the organizational support.

*Identify high priority conservation areas:*

FANAMBY, working the framework of the nation forestry policy, organized local actors to complete an appropriate natural resources zoning scheme based on the socio-economic and biological database developed in the first six months of the project. The zoning included identification of high biodiversity forest areas for conservation, areas of community natural resources usage pressure, and potential areas for harvesting, multiple usage and community usage. The zoning was developed through a collaborative process that incorporated input from all partners, communities and local leaders and presented during a workshop in December 2002.

The zoning was validated in March of 2003 by the Regional Development Committee that has been designated by the Ministry of Environment and Waters and Forests as the follow-up and evaluation body for the regional forestry plan.

The conservation zone defined in the forestry plan will save 30,000 ha of forest habitat that is home to at least four endemic species: *Hypogeomys antimena*, *Microcebus berthae*, *Pyxis planicauda*, and *Mungotictis decemlineata decemlineata*.

*Better governance program:*

FANAMBY worked closely with the Ministry of Environment, and Waters and Forests for better regional forest policy governance in the Menabe region. Initially the forest was under heavy pressure from illegal logging. FANAMBY supported one regional forestry law training for all partners and community organizations. In an effort to eliminate illegal forest usage activities FANAMBY supported four national forestry inspections in the region that investigated illegal loggers and provided concrete on the job training for local agents. During the project FANAMBY and the National Administration have been successful at eliminating the illegal logging activities in priority conservation areas.

*Local institutional support:*

FANAMBY supported the executing branch organization of the CRD, the Unité de la Coordination de l'Execution, to complete conservation and development activities. The main actions of the UCE were coordination of the zoning, planning and coordination of the workshops organized for conservation and development and the UCE led the regional monthly natural resources planning meetings. The workshops and planning meetings resulted in the on the job training of regional decision makers and community leaders to manage natural resources sustainably.

*Harmonized regional management plan:*

The Year end final product of the regional meetings and workshops were (1) a harmonized work plan during the year, which facilitated the identification of conservation zones and better governance program, (2) but it also facilitate the ultimate objective of harmonizing an overall management and working strategy for all actors in the region for the next five years developed during the March 31, 2003 workshop. This document is the framework for all partners in the region. Again, the socio-economic and biological database developed in the first half of the project year was instrumental as baseline information to define working priorities and long-term strategies.

***Were there any unexpected impacts (positive or negative)?***

## IV. PROJECT OUTPUTS

**Project Outputs:**

### Planned vs. Actual Performance

Indicator	Actual at Completion
<b>Output 1: The CRD and Platform for Conservation of Menabe emerge as leaders in the conservation process and the development of the regional management scheme.</b>	
<i>1.1 The position of the Platform as a conservation planning entity is formalized within the structure of the CRD.</i>	The PCBM was formally integrated into the CRD as the conservation body in the region after an official name change to "Commission of Biodiversity, Forests and Environment. As a final step for formal local management of natural resources the Ministry of Environment, and Waters and Forests, signed an agreement for the CRD via the Commission to be the official coordinating and managing body for the implementation of the Regional Forestry Directory Policy Plan.
<i>1.2 With support from FANAMBY, the CRD and Platform complete a socio-economic and biological database by February 2003, on which natural resources management decisions are based.</i>	The Fanamby team has collected all current socio-economic, biological and GPS data for the region and compiled a database. FANAMBY personnel have continued data and document collection, which is available to partners. FANAMBY has also supported the collect of biodiversity data through the FANAMBY/Durrell Wildlife collaboration. FANAMBY funded the purchase of essential traps used for species surveys, partially funded studies on endemic wildlife to the region and botanical studies relating the forest cover to endemic species needs. Durrell Wildlife Trust in partnership with FANAMBY is developing a long-term biological monitoring system that is consistent with the National Protected Areas system.
<i>1.3 All conservation organizations, stakeholders, local communities and authorities agree on common conservation goals and are collaborating within a single conservation strategy that is coordinated through the CRD and Platform by December 2002.</i>	Two workshops were held based on scientific and socio-economic data that served to harmonize the regional conservation and development strategy, one between the 9th and 12th of December, 2002 and March 31st, 2003. All donors and partners agreed to a single strategy and collaborative terms. A collaborative agreement with the Ministry of Environment, and Waters and Forests has formalized the CRD's role to act as coordinator for the conservation and development plan.

<p><b>Output 2: Improved local understanding of law governing natural resources, decision-making capacity and expertise with respect to natural resources to assure successful integration of local authorities and communities into the management process.</b></p>	
<p><i>2.1 Training needs identified for local leaders, decision makers, government and NGO technicians by the end of November 2002 in the fields of law and resources management.</i></p>	<p>Training needs are assessed periodically and identified through field exercises. Immediate training needs were identified in the fields of forestry law for the forest service, partners and community members, and in the methodology for regional zoning. Two experts in forestry law from the Ministry of Waters and Forests provided the forestry law training that took place in Morondava September 16 to 18. Over 40 members of the Platform, partner NGOs, local communities, forest harvesters and local forestry law enforcement officials participated in the three-day workshop. During the first two days of the workshop participants were informed on forestry laws and rights of the communities. A law text written as a result of a collaborative effort between the Ministry, CI and other partners was distributed to every organization for future reference. The third days was used to identify the responsibilities of each participant to enforce existing laws and rights of local communities vis a vis illicit timber harvesters. All participates agreed to work toward stopping illicit forest usage and contribute to the functioning of the local mixed forestry patrols.</p> <p>Due to the frequency of regional illegal logging activities and that no illegal loggers had been successfully tried in the last several years, FANAMBY law training focused on building capacity within the CIREF. Three trainings during the year were held by national level inspectors and police on investigation techniques, surveillance and procedures write-ups (August 2002 and twice in February 2003). As a result of these trainings three major illegal loggers have been inedited and await trial. The two natural resources planning forums of December 2002 and March 2003 were substituted for the natural resources management training session planned for May. The overall regional planning capacity is quite strong in Morondava, they lack resources and organization to define their conservation and development strategies. FANAMBY was able to finance and provide organizational support to facilitate the completion of a harmonized strategy. (See annex).</p>
<p><i>2.2 Community leaders trained by Platform members on natural resources management and the laws governing natural resources in at least 4 villages in Central Menabe by the end of the project.</i></p>	<p>FANAMBY, working with partners, has worked to ensure that community leaders are involved in the conservation and development program. Communities leaders were trained in laws governing natural resources during the law training September 16 - 18 in Morondava and through two village natural resources festivals. FANAMBY support to the CRD, which has resulted in numerous planning forums, has ensured that local communities are involved and have a fair voice in developing natural resources management strategies. Village environmental associations have been established in all communities and serve as the local point of contact the various heads of the associations have attended all trainings and management meetings.</p>



<p><b>2.3 At least 10 Waters and Forests Service, ANGAP and NGO field agents trained by Platform members to train local communities to implement natural resources strategies by the end of November 2002.</b></p>	<p>Due to more pressing forestry law issues, all agents have been trained in law enforcement. Authorities and leaders are continually invited and encouraged to actively participate in all Platform activities. Representatives of communities and leaders were present during the law training in September and during the forestry-zoning workshop October 3rd to the 4th. The leaders always contribute instructive information used for the improved management of natural resources. Regionally, management transfer techniques are well known and accepted; the future training will be in follow up and evaluation of project results. This will provide technicians with useful tools for working in the field. Additionally, the project identified more concrete needs for retraining Waters and Forests agents in the Morondava region due to the high level of illegal logging in the area. Trainings have included prosecution write up, investigation techniques and development of patrol strategies to ensure conservation priorities.</p>
<p><b>2.4 Local leaders, officials and decision makers trained to develop a Central Menabe Management Strategy.</b></p>	<p>FANAMBY is working in direct partnership to implement management plans in the Menabe area. Therefore we have followed their lead for technical implementation of the project. No specific training was necessary for local leaders and the Ministry defined themselves and the planning body for regional natural resources management. Rather, they needed the forum and organizational resources to attract the attention and create buy-in from all partners to harmonize the regional strategy. A joint mission between FANAMBY and the Ministry March 19 to 22, 2003 resulted in a March 31, 2003 regional planning meeting including Ministry representatives, local authorities, funding agencies and partners. The meeting resulted in an overall harmonized conservation and development strategy for the next five years. Annually meetings have been planned that will allow the program to be updated reflecting dynamic conservation and development needs.</p>
<p><b>2.5 Incorporation of local leaders, officials and decision makers as Platform members to participate in the natural resources allocation decision-making process.</b></p>	<p>Leaders, officials and decision makers are invited to all official Platform meetings, trainings and functions. They are asked to open, close and comment on the activities and discussions developed during the events. Natural resources planning events during the last year were: The regional law training workshop, September 16-18, 2002; The regional zoning workshop, October 3-4, 2002; The Regional Environmental Policy Workshop, December 9-12, 2002 and The Regional Strategy Implementation Workshop, March 31, 2003. National, regional and local leaders including two Ministries, Senators, the Prefet of the Region and local community Mayors attended the December workshop where conclusions and recommendations for sustainable natural resource management were presented. Their feedback was integrated into future Platform work plan being supported by FANAMBY and other member organizations. In addition, all local leaders, natural resources decision makers and Platform members are consistently invited and encouraged to participate in the monthly natural resources planning meetings that are held at the CRD and supported by FANAMBY. The variety of forums held in Morondava during the life of the project has served to give equal voice to all participants in the decision process, which has formed local conservation policy.</p>

<p><b>Output 3: Outreach and environmental education programs developed by collaboration of Platform members successfully teach communities laws governing natural resources, importance of ecosystem dynamics and make information available through multi-media sources.</b></p>	
<p><i>3.1 Regional outreach plan including methodology for target villages in forest areas with high degradation pressure developed by August 2002.</i></p>	<p>The community outreach and education program has been completed. Outreach strategies include a variety of media communications strategies (radio and television programs) that have ensured that key messages are passed on through series reporting to the most important target groups; communities surrounding the conservation zone and the youth of the city of Morondava, only about 35 miles from Kirindy, where the highest demand for timber products exists. The majority of urban children have never been in the forest and will have the education opportunity through organized forest visits. Other hands on outreach actions during the last year have served to reinforce media programs. FANAMBY lead a local art competition in community schools that encouraged children to define their perception of natural resources through artwork. The winning designs were used as the FANAMBY t-shirt design; a flagship task for conservation. Other outreach activities held during the year were: radio programs that addressed natural resources management issues, village festivals to raise awareness of natural resources management issues and train communities in laws governing natural resources, and development of television programs on endangered species.</p>
<p><i>3.2 Increased attention to project by dissemination of forest law and project progress in 8 radio programs and 3 press releases.</i></p>	<p>During the last year, FANAMBY has sponsored activities that have brought increased attention to the project through the diffusion of 8 radio, 2 television programs and 2 press releases. The 8 radio programs explored issues of forestry law, the four species endemic to the Kirindy forest, and defined the goals, objectives and strategies for the regional conservation movement. Television programs were aired on issues of the forestry law; the forestry law training in September was aired on television and radio. The other television program presented the biodiversity of Kirindy, including night hikes and images of the smallest mouse lemur in the world. The first press release brought to public light illegal logging in the Kirindy forest of Central Menabe. The article describes the collaborative actions of DPZ, FANAMBY, the local and national Waters and Forests service and the Gendarmerie in an effort to stop the ex-Director of the Training Center for Professional Forestry and a local State Legislature from illegally harvesting precious wood (polysandre). Nearly 1250 ha were damaged, but the wood was confiscated and the perpetrators are being brought to trial. The article introduces to the public, the high levels of endemic biodiversity and its importance as a national sanctuary. The article finishes by suggesting the forest be transformed to a National Park.</p>
<p><i>3.3 Outreach activities in local communities including radio programs,</i></p>	<p>Five villages have been identified in the peripheral zone of the Kirindy forest and the still intact forest north of Kirindy. These villages are the target zone for IEC activities carried out by both FANAMBY/WWF and the site</p>

<p><i>brochures, posters, T-shirts, environmental education games and festivals carried out in 3 villages by March 2003.</i></p>	<p>of environmental festivals, one in November 2002 and another in the year 2003 that will emphasize the protection for flagship species, forestry law and the creation of protected areas. These villages have been chosen because their populations have the greatest immediate impact on remaining natural habitat of the endemic species to the area. Illegal hunting for bush meat, harvesting of timber wood and slash and burn agriculture are all forest destructive activities originating from these villages. As part of the overall Information, Education and Communications strategy to inform local populations of the biological importance in the Kirindy forest adjacent to a private concession which is also the protective corridor between northern and southern intact forest section. The Platform has planned village festivals for the 2002 and for 2003. The 2002 festival took place November 22 to 23 with the goal of teaching villagers the negative impacts of bush fires and to plan solutions to stop the slash and burn agriculture that is actually the biggest threat to the eco-system. Development of solutions included meetings with a local village association that exist in 12 villages, organized specifically to stop bush fires. According to villagers, the key to stopping forest destruction is to provide increased amounts of land in alternative areas and alternative incomes. The official landowner (this section of forest is semi-private) has agreed to provide tracts of already denuded land for villager use and increased support for land improvement activities. The platform is evaluating what actions can be taken to decrease forest destructive actions considering the importance of this corridor section. A formal agreement will be signed between villagers and the landowner to establish a collaborative relationship to develop solutions. The festival also included games, song competitions and sporting events. Films on environmental issues and for entertainment were shown in the evening. The project is also targeting urban and rural school kids with education messages. T-shirts and posters have been developed based on artwork kids made during outreach activities in the month of February 2003.</p>
<p><i>3.4 Presentation of project progress to authorities every 6 months by Platform members through the duration of project.</i></p>	<p>All project information and advancement were presented to authorities during the December workshop, the distribution of a workshop results CD in January and during occasional visits with regional authorities, such as when Olivier Langrand, Vice President CI, Africa and Madagascar Division, Joanna Durbin, Durrell Wildlife, Platform members and FANAMBY staff visited with the Prefet of the Region to present him with a document containing project results and future program activities. The delegation also profited from the occasion to discuss the creation of a conservation zone in Kirindy, which was received with enthusiasm.</p>
<p><i>3.5 A web site is developed and information is posted that explores all aspects of the Menabe project.</i></p>	<p>The FANAMBY web site has been created to inform local and global populations on the importance of the biodiversity in the Kirindy forest and inform about activities carried out by FANAMBY for conservation. Please see our web site for information on all FANAMBY projects at: (<a href="http://www.fanamby.org.mg">www.fanamby.org.mg</a> ). FANAMBY posts project highlights and monthly newsletters on its web site developed in the project second quarter.</p>

<p><b>Output 4: Central Menabe Management Plan defined through a collaborative process guided by FANAMBY through the Platform.</b></p>	
<p>4.1 <i>Central Menabe zoning Plan defined through a collaborative process guided by FANAMBY through the Platform.</i></p>	<p>The socio-economic and biological database has been established within the CRD and is a continual work in progress as additional research is completed regionally. During the last year FANAMBY reviewed and compiled past research in the Menabe Central region and supported the collect of additional socio-economic studies in communities and the completion of a regional zoning plan. FANAMBY also provided support to DURRELL WILDLIFE and local researches to complete studies on three of the four endemic species to the forest (a botanical study of the Hypogeomys antimena habitat, Pyxis planicauda relative abundance study, and Mungotictis decemlineata decemlineata relative abundance study). The zoning documentation and species biology information were used during the year as decision-making tools to define the 30,000 ha conservation zone. The data collected and database are at the disposition of all partners in the region.</p>
<p>4.2 <i>Overall management plan including specific management objective by zone (multi-use, research, tourism and core conservation zones) based on biological and socio-economic database local needs and attitudes written and accepted by June 2003.</i></p>	<p>The Central Menabe management plan is completed. All partners, in collaboration with the Ministry of Environment and Waters and Forests, will be responsible for following this plan for regional development and conservation. The MEEF has signed an agreement with the CRD Morondava giving the CRD the responsibility to monitor the management plan implementation. The plan was developed based on the Database Information developed by Durrell Wildlife and FANAMBY that was presented during two meetings during the year (December 2002 and March 2003 - see both documents annexed). The zoning completed by FANAMBY has defined specific conservation (core conservation, research and eco-tourism) zones totalling (50,000 ha), multi-usage zones totalling (140,000 ha), production zones totalling (60,000 ha) and regulation zones (watersheds, mangroves and erosion sensitive areas) totalling (20,000 ha). This process was validated regionally and nationally and serves as the local development policy. Follow on funding for the development of the conservation zone and development initiatives has been procured, at least in part, for the several years. Implementation of the management plan will be a collaborative effort between local populations, decision makers and all regional, national, international actors.</p>
<p>4.3 <i>Elements of regional management plan are initiated in four villages by the end of 2002.</i></p>	<p>FANAMBY, in collaboration with communities, has completed activities in four main categories:</p> <ol style="list-style-type: none"> <li>1. Forestry patrols and forestry law training</li> <li>2. Conservation of Kirindy forest</li> <li>3. Zoning activities that have defined the local management plans</li> <li>4. Initiation of IEC activities.</li> </ol> <p>Platform members, local leaders and authorities attended all trainings (zoning and law trainings), meetings and field activities (forest controls were completed with village and Platform members). Communities have embraced the conservation and development initiatives the project has identified and started to put in place. As a result, communities have created environmental associations that serve as the contact point for collaborative actions and development initiatives. Next steps for development are the implementation and management of the conservation zone, collaboration with village communities to identify and develop alternative income generating activities and</p>

	support to communities to implement land conservation strategies.
<i>4.4 Local actors assume leadership roll for the implementation of management plan assisted through supporting actions by FANAMBY.</i>	Local leaders are invited to all meetings and workshops for regional management strategy planning. The meetings have resulted in the planning of the Platform Annual Conservation Work plan and the regional strategy developed in December. Leaders and authorities attend all workshops and participate in the decision making process.
<b>Output 5: Project administration and monitoring system developed and put in place.</b>	
<i>5.1 Quarterly reports on technical performance and financial status submitted according to CEPF standards in place by July 2002.</i>	Standard CEPF quarterly reporting is being followed. Financial and technical reports were filed according to the CEPF contract timeframe. Reporting completed as scheduled.
<i>5.2 Project staff needs defined and staff recruited by July 2002.</i>	The project engaged an accountant and a coordinator to represent FANAMBY in the region who have been trained in conservation management. The two staff members will remain as assistants to the regional coordinator in Morondava as the project is expanded to manage the conservation zone and community development activities. FANAMBY encourages the maximum transfer of information and conservation strategies knowledge to local resources. Morondava, relative to other regions, has a higher level of human resources capacity. FANAMBY's strategy is to facilitate their managing natural resources issues from a regional perspective.
<i>5.3 Project materials identified and purchased by August 2002.</i>	The project rents office space with the local Regional Committee for Development and purchased a computer, office furniture, basic office supplies and furnished a flophouse with basic living materials. All other necessary resources were attained through partnerships and collaborative missions. That FANAMBY was able to arrive in a region as a "newcomer" NGO and be embraced by the local NGO's suggest a strong will to implement conservation strategies.
<i>5.4 An adaptive management approach that measures and analyses the achievements of objectives developed by August 2002.</i>	The FANAMBY adaptive management approach allows staff to change strategies according to feedback from missions and collaborating NGOs based on monthly meetings in the region. The adaptive process brought 3 major and important changes during the project: (1) after assessing the high level of local capacity and resources FANAMBY decided to allocate valued conservation dollars to field activities such as forest patrols and specialized field training rather than general trainings and materials purchases. This allowed us to achieve greater and lasting results such as the zoning, management strategies and regional collaboration. (2) As we assessed and developed our relationship with the Ministry of Environment and Waters and Forests, we moved away from the philosophy of FANAMBY advising regionally, rather worked as the implementing body for the Ministry forestry policy. This was an evolutionary process during the year and has resulted in excellent relations with the Ministry and the successful definition of a unified local strategy after six months recognized at the national level. (3) Many of the strategies that FANAMBY intended to develop in the region were in the programs of the local NGO's, rather than duplicating actions, FANAMBY brought actors together and opened channels for partnership. FANAMBY also assisted these organizations financially and technically to ensure a quality product that contributed to the overall regional development strategy.

***Describe the success of the project in terms of delivering the intended outputs.***

During the CEPF project period, Fanamby worked with local organizations and the National Forest Service to define a zoning strategy within the Menabe Central area. The zoning strategies included priority conservation areas of 30,000 Ha, ecological priority areas, multiple use and community managed areas, and areas for commercial usage. The zoning proposition has been accepted locally by regional planning organizations and nationally by the Forest Service. The priority conservation zone will be managed by FANAMBY and a local Professional Center for Forestry Training (a national forest service training center) through funds from the CI GCF and USAID GCP II. There are four endemic species to this forest that will be protected through when final conservation status is delivered; *Hypogeomys antimena*, *Microcebus berthae*, *Pyxis planicauda*, and *Mungotictis decemlineata decemlineata*.

Local authorities have been trained this last year in regional zoning procedures, conservation management and strategy development and analysis of data to make natural resources management decisions through the "Forestry Law Training", the "Appropriate Zoning Training", and two workshops (one held in December 2002 the other in March 2003) to develop appropriate forestry management policy in the Menabe Central region. The policies developed were based on past national policy initiatives, but the efforts of FANAMBY and partners help focus future actions on conservation of the 30,000 ha of remaining intact forest. Major issues analysed during these workshops were the biological importance of the region, developing strategies to supply regional energy and timber needs for the next 30 years, and developing alternative forest usage activities for slash and burn agriculturalists. All local and national authorities are now aware of the necessity for regional natural resources management and are working with FANAMBY and partners through follow on funding for conservation and development needs in the area.

***Were any outputs unrealized? If so, how has this affected the overall impact of the project?***

<b>V. SAFEGUARD POLICY ASSESSMENTS</b>
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***Provide a summary of the implementation of any required action toward the environmental and social safeguard policies within the project.***

<b>VI. LESSONS LEARNED FROM THE PROJECT</b>
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***Describe any lessons learned during the various phases of the project. Consider lessons both for future projects, as well as for CEPF's future performance.***

**Project constraints and lessons learned**

During the project there were two main lessons learned: (1) identify and work within the current power structure and make changes from within and (2) the private sector must be involved in the development process.

1. During the inception of the project and throughout the year, the functioning of the local development community proved to be the greatest constraint to achieving the project goals in the defined time period. Although local NGOs, Waters and Forests agents, Angap and the CFPF were making efforts toward collaboration and program development they lacked common vision and frequently overlapping objectives with a diversified methodology. These obstacles made it difficult to work together and make progress. These collaborative constraints eventually lead to decision-making constraints. There was a culture of prolonged meetings and few field activities.

FANAMBY arrived and pushed hard to organize an annual working plan. This plan was not well understood by local organizations therefore we encountered obstacles when approaching potential partners in the region, they also had the impression that we were forcing them to act on issues which they could not previously make programming decisions about. Therefore, they had the impression FANAMBY was trying to impose where we were trying to progress.

The solution to these obstacles came through a change of strategy, where FANAMBY identified the Ministry of Environment and Waters and Forests as the needed and ultimate decision maker for regional natural resources planning. The FANAMBY good governance program allowed FANAMBY to make conservation, forestry patrol and overall management issues relevant, but through government channels where neither regional agents nor NGOs could avoid addressing solutions.

Ultimately, the zoning strategies and socio-economic and biological database served as the basis for the management plans. FANAMBY developed relationships that allowed everyone to achieve the desired goals without losing face, control over their programs nor slowing the process.

2. Development programs have existed in Morondava region for nearly 25 years with few sustainable results in community comporment; after projects end so does the behavior change. In addition to communities not benefiting from the long-term changes, local organizations are dependent on “donor organizations” to continue operating. Sustainability is lacking at nearly every step of the process. FANAMBY is trying to bring sustainability to the project process through increased involvement of the private sector at both levels: private sector and community relations and private sector NGO relations. FANAMBY is incorporating business models and the private sector in eco-tourism that was once managed by quasi-public organizations. Both communities and the private sector will benefit from increased revenue in eco-tourism, the private sector will control

the quality of eco-tourism, but will also be responsible to share revenue for community development.

FANAMBY is also developing business relations with private sector companies based on percentages of revenue through sales of products on the open market that can be used to sustainably fund field projects.

***Project Design Process: (aspects of the project design that contributed to its success/failure)***

The use of project goal, purpose and output matrices was the largest project design factor that contributed to successful implementation. Working from a matrix allowed our staff to present clear and obtainable goals to our partners, field staff and future potential donors. This has resulted in the first steps toward conservation of 30,000 ha of intact forest, several endemic species to this forest and procurement of future funding for the regional conservation plan.

***Project Execution: (aspects of the project execution that contributed to its success/failure)***

**Adaptative management:**

The FANAMBY adaptive management approach allows staff to change strategies according to feedback from missions and collaborating NGOs based on monthly meetings in the region. The adaptive process brought 3 major and important changes during the project that contributed to its ultimate success:

- (1) **High level of local competency:** After assessing the high level of local capacity and resources FANAMBY decided to allocate valued conservation dollars to field activities such as forest patrols and specialized field training rather than general trainings and materials purchases. This allowed us to achieve greater and lasting results such as the zoning, management strategies and regional collaboration.
- (2) **A stronger Good Governance program:** Since the political crisis ended the former Ministry of Waters and Forests during the inception of this project, Ministry of Environment and Waters and Forests (MEEF) and FANAMBY have forged a strong collaborative relationship. This new relationship moved FANAMBY away from a regional advising role toward a more productive role as the implementing body for the Ministry forestry policy. This was an evolutionary process during the year and has resulted in excellent relations with the Ministry and the successful definition of a unified local strategy after six months recognized at the national level and the definition of the 30,000 ha conservation site.



*Conservation site*

FANAMBY and the Ministry have signed agreements to develop “Conservation Sites” and ensure the long-term protection of the forest. The Conservation Sites will have equal conservation status as a current National Park and will be tested in at least three areas in Madagascar; Daraina, Menabe and Makira. FANAMBY, Conservation International, WWF and WCS are working with the Ministry of Environment and Waters and Forests to define the legislation that will assure the protection status of “Conservation Sites”.

*Stopping illegal logging*

FANAMBY and the Ministry continue to develop forestry management systems that allow communities to eliminate the illegal logging actions and learn to manage their resources through transfer of forest resources to communities.

Morondava had already experimented with strategies such as the “Forestry Brigade” that were effective in stopping illegal forest usage (a mixed patrol committee between law enforcement, forestry agents and community organizations legalized by the regional administration). The Ministry again, through the support of FANAMBY has reinstated the Forestry Brigade during the last year. Follow up funding will ensure its continued activities and development of sustainable financing networks.

- (3) **Strong partnershiping capacity:** Many of the strategies that FANAMBY intended to develop in the region were in the programs of the local NGO's, rather than duplicating actions, FANAMBY brought actors together and opened channels for partnershiping. FANAMBY also assisted these organizations financially and technically to ensure a quality product that contributed to the overall regional development strategy.

<b>VII. ADDITIONAL COMMENTS AND RECOMMENDATIONS</b>
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**Continued conservation and development activities in Menabe Central:**

FANAMBY would like to sincerely thank all the Conservation International and CEPF staff for their continued support during the last three years and for the opportunities this program has given our staff to grow, learn and improve the conservation capacity of several high biodiversity regions in Madagascar. Follow on funding to the project has been secured through the Global Conservation Fund at CI and the Global Conservation Program at USAID through CI. The funding will ensure continued conservation and development actions in the region. FANAMBY will have a ground office that will coordinate specific programs in good governance, the creation and management of the 30,000 ha protection area, increased private sector/community activities and building local organization capacity to manage natural resources.