

Daraina Evaluation Report

Daraina Initiative – June 2001 to June 2003

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DRAFT EVALUATION REPORT

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I. Project goal:

Conservation and protection of the forested area between the Loky and Manambato Rivers.

II. Strategic planning

In pursuit of the defined project goal, FANAMBY wrote the proposal to reflect the needs of the area to the best of the existing knowledge during the pre-project period. The conservation and development strategy resembled the basic outlines of the traditional Integrated Conservation and Development Programs of the EP I and EP II. Socio-economic and biological studies would be completed to define the best management strategies for conservation and development in key forests and communities that are the source of pressure on the forests. Community management systems would also involve extensive outreach and environmental education activities to ensure the local communities were capable of making responsible decisions and managing their resources sustainably.

A second branch of the project would focus specifically on the creation of the protected area using the ANGAP standard procedures; create socio-economic and biological arguments for National Park status, assemble documentation, define park boundaries, seek community approval, develop a management plan, and submission to ANGAP.

A. Adaptive management:

Output 7 defines the use of an adaptive management strategy to improve project response to contextual changes. This has allowed FANAMBY to make changes to project strategy, which, incorporate advanced territorial management tools, and benefits from a changing national policy that has recently embraced conservation efforts similar to the Daraina initiative.

FANAMBY worked diligently during the initial phases of the project under the original framework defined above. But, as FANAMBY gained greater knowledge of the region, assessed FANAMBY employee capacities, acquired feedback on needs from the communities and learned of recently policy changes for development and conservation strategies at the national level, our strategies needed to be updated. Our actions plan needed to be simplified and redefined to suit the current context. All actions are now based on the framework in table 1, which is focused on sustainable development through a 'Regional Development Strategy' that is based on data from four 'Communal Development Plans (CDP)' that FANAMBY has completed in its work zone. The development plans define individual development projects for communities that are managed within an overall development framework for the area. A project to create gold mining associations, ecotourism development at the community level and conservation of community heritage sites are some of the projects already started as a result of the CDPs. Sustainable development is supported by good governance and creation of a National Parks system in the area. The data from the Regional Development Plan, biological surveys completed throughout the project and additional field reconnaissance serve as the support document to permanently change forest status for the 'Conservation Site'.

i. The use of Communal Development Plans

Sustainable development will be a result if all other aspects of the project are completed in a interlinked strategy. Specifically, the project decided to complete Communal Development Plans (CDP) in the four project communes; Daraina, Maromokatra, Nosybe and Ampisikina, rather than complete the socio-economic surveys planned at the beginning of the project.

CDPs have been defined by national policy as the first step to development in communities and are scheduled to be completed by local development organizations in all 17 communes in the Vohemar Sous-prefet. In addition to following national policy, finishing CDP through the Daraina initiative brought additional benefits to communities. Localized committees are created in each commune as a result of the CDP process. The committees serve as the permanent interlocutor between the community and the national government and serves and as the permanent planning committee for community development activities. A second benefit stems from the first, the CDP serve as a first blueprint for funding development actions in the commune, such as school construction, road repair, water resources management, and other development activities defined necessary by communities.

ii. Defining a Regional Development Plan

Instead of defining individual management plans for forest structures, our strategy paralleled again the changing national development policy. Since the four communes in the FANAMBY work zone are less developed than the southern 13 communes, regional decision makes and FANAMBY decided to write a regional development strategy based on the issues sited in the CDPs. This strategy would analyse constraints that cross-communal boundaries like water resources issues, cattle grazing rights and forest usage.

iii. Good governance

Since the political crisis ended the former Ministry of Waters and Forests and currently Ministry of Environment and Waters and Forests (MEEF) have aligned itself in a strong partnership with FANAMBY working for conservation through two objectives; the creation of protection gradient and developing forestry management systems.

Defining 'Conservation Sites'

The original project strategy solicited ANGAP as a primary partner to protect the biodiversity of the region through the creation of a National Park. Under their National Protected Areas Management Plan, ANGAP was to create 4 new National Parks and about 20 Voluntary Regional Reserves. Voluntary Regional Reserves have a lower protection status than National Parks. Unfortunately, ANGAP has been restructuring due to financial inconsistencies and will not commit to partnership with FANAMBY to create a National Park at this point. However, the Ministry of Environment, who has legal jurisdiction over the Daraina forests, has committed to creating its own system of forest conservation zones as part of their restructuring for a sustainable future. 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".

iv. Quarterly adaptive management

In addition to giving freedom to adapt the overall project implementation strategy to the available information and resources (both human and strategy development) adaptive management planning was used by the project team on a quarterly and small scale basis. The most relevant issue that was continually adapted to changing circumstances were project time tables. Due to the civil disturbance during the year 2002, research and data collect schedules were continually change. The overall timing of the project was changed as well as a reprioritization of project objectives; no longer could the project assure the completion of all objectives after losing nearly 6 months of field work time.

Original outreach, communications and development strategies in communities were adjusted as the FANAMBY team learned more about the local population and the needs for development. For example, FANAMBY learned that communities were more open to conservation efforts and working to develop their territory as compared to other projects in Madagascar. Increased efforts were made to work with the communities as lead partners rather than project personnel guiding their conservation decisions. Communities were key in developing the forest patrol program and initiating actions for the PCD, zoning and surveying for the Forestry Reserve.

As partnerships grew with the private sector project focuses were able to shift to incorporate their potential benefits. FANAMBY has developed a strong working relationship with the eco-tourism company, “Ocean Avature” based in Tana and Diego. They gave sound advice on developing stronger eco-tourism strategies and helped develop several community tourism sites within the Daraina region.

Stopping illegal logging

FANAMBY and the Ministry are developing 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.

Community based management is the least strict of all the protection gradients, but is necessary to provide communities with wood resources and instill ownership of natural resources. Through ownership communities have a greater incentive to protect the forests.

Illegal forestry activities are being eliminated because of the actions of the “Forestry Brigade” that was created through the support of FANAMBY by the Ministry of Waters and Forests in October 2002. The Forestry Brigade is made up of Waters and Forests agents, local law enforcement agents and civil society organizations such as FANAMBY. The brigade documentation is signed by the Sous-prefet and is legalized. The brigade teaches communities how to protect their resources and is available anytime to investigate and apprehend criminals. FANAMBY supplies continue support in the form of logistics communications and transportation for brigade members.

III. Replicable models

The project has developed several first time methodologies in Madagascar that will be used in other regions and CEPF projects. The “Conservation Site” originally proposed by Conservation International Madagascar is being tested. The methodology and the legal protection status will be defined collaboratively. The Conservation site process will be

replicated in Menabe where over 30,000 ha of intact forest will be conserved and in Makira with the WCS conservation project.

The Forestry Brigade has been used in several regions, including Morondava, and has been adapted for the northern part of Madagascar through the Daraina project. It is another opportunity to test conservation tools to be continually replicated.

Finally, Daraina initiative is working directly through the community commissions that will manage development activities in the communes. This will help FANAMBY give technical support to communities and understand better the local process for decision making. This the first time that an NGO is working directly with the Committee Communal for Sustainable Development. The positive aspects of this development strategy will be replicated in the conservation process in Menabe.

IV. Project correlation to CEPF global objectives

V. Project reporting

The previous strategies are the framework for the FANAMBY Daraina project outputs, objectives and activities that are defined in the following “project report”. The reporting will refer to a series of annex that provide the means of verification of all FANAMBY activities. After the project report there is an analysis section outlining gaps in achieving output objectives, lessons learned during the project and discussion on some of the primary constraints. Finally there are some basic conclusions and suggestions for other CEPF funded projects.

VI. Project constraints

FANAMBY encountered obstacles at several levels throughout the project implementation process; internal constraints that were controllable by the FANAMBY administration and external constraints that were out of the control of FANAMBY personnel. However, all obstacles are being managed and have resulted in some innovations and lessons learned for the organization that will assist the management of similar situations in the future.

A. Internal constraints

i. human resources

Internal constraints facing not only the FANAMBY project, but most conservation and development projects in Madagascar are the recruitment and retention of employees with the capacity to complete project tasks on time and within a defined logical framework. The FANAMBY framework requires dynamic employees that can teach, write documents and manage other employees to complete concrete actions on the ground.

Recruitment of employees for Vohemar is particularly difficult because at the start of the project there was no email, telephone or basic infrastructure that most citizens from urban areas are accustomed. The project was forced to rely on personnel that were recruited locally because capable personnel from the plateau would not work there.

As a result of the FANAMBY recruitment capacity the project was forced to work with individuals that required substantial training and constant supervision.

ii. project management

Inconsistencies in project management have resulted in the failure to complete several tasks within outputs and the original development of an ambitious project time frame.

The biodiversity workshop was not completed due to poor management of time and resources. Originally the workshop was postponed because there was not enough biological data to assure a successful prioritisation of forest blocks for conservation and the development of a research strategy. The workshop was then postponed and finally the civil war broke out which domed any workshops held outside of Antananarivo.

The project was hastily put together in the conception period and as a result the timing and logic between some outputs was not consistent, but this could only be seen after implementation activities started. FANAMBY adaptive management strategies also induced some deviation from the original time frame adding activities that address more thoroughly the output outcomes, but set all associated outputs back on the timetable. For example the development of Communal Development Plans was a logical step within the national policy but it forced all actions associated with management strategies and conservation plans later on the schedule. A more experienced senior staff should have been able to keep the project in the time limits.

B. External constraints

Two external constraints that combined with some of the internal constraints caused increased difficulty to manage project progress. Communications between Vohemar and Antananarivo were extremely difficult before FANAMBY installed a VSAT satellite system in Vohemar. The civil war during the first half of 2002 prohibited the project from functioning at 100% capacity. When combined with employees that need extra supervision and a young and inexperience management staff the project frequent reorientation.

VII. Lessons learned

By evaluating the success, failures, strengths and constraints of the Daraina initiative FANAMBY has grown as an organization and is better prepared to manage the next phase for conservation in Daraina. Major lessons learned since project inception are:

1. It is extremely practical to base project reporting and management on the logframe matrix. However, in the future FANAMBY must take the extra time to assure coherent and specific verifiable indicators that will accurately guide project actions – avoid vague indicators.

2.FANAMBY will assure time to hire the right personnel and assure proper training. FANAMBY should have asked CI Washington for additional training tools and techniques given the constraint in finding qualified personnel in the Daraina region.

3.In our quest for improved communication between Vohemar and Tana, do not forget the skill and experience CI offices can bring. The installation of the VSAT satellite

communications system between Antananarivo and Vohemar could have been more efficient if FANAMBY had used the technical assistance CI Washington could offer.

4. Our system of adaptive management only accessed needed changes within the specific logframe matrix. It did not take into account that some of the actual project Outputs should have been changed, not just strategies to implement them. In reality, they need adjusting based on changing information.

5. Seek to fully understand the « rules of the game » to implementing projects and benefit from the CI resources. FANAMBY was concerned at points during project implementation that it would not be able to approach CI with global strategy changes or that the VSAT communications system that was installed would not be accepted if the issues were introduced before initiating action. FANAMBY realizes now that it would have been better to formalize the institutional relationship with CI and understand all the do's and don't's for the adaptive management system.

6. Work to define budgets that more accurately define the reality of running a conservation program rather than just a project. Initially, FANAMBY created budgets that reflected the needs of the conservation project, but in hindsight as greater information was attained and FANAMBY became integrated in the region, we realized that our project became a regional program that was not ready to participate to its full potential due to original project rather than program orientation.

VIII. Developing regional Communications

FANAMBY identified communications as one of the greatest program constraints from the start of the project. Vohemar, and the Sava region, are extremely isolated; accessible by only one road that takes several days in the rainy season. Vohemar has only one telephone line for a population of nearly 10,000 and email does not function.

In October 2002, FANAMBY negotiated the installation of the VSAT satellite communications system between Antananarivo and Vohemar with a local tele-internet communications company 'Blueline'. The system was opened as a network to 13 other paying customers who now have a private 64Kb internet terminal in their homes or companies. The system has allowed FANAMBY to revolutionize communications between the offices and for the population in general. The population adapted quickly to email and now uses a terminal provided by FANAMBY to contact the outside world.

FANAMBY now uses the internet to manage accounting, technical aspects of the project and communications between partners such as the Ministry of Waters and Forests and their field agents who work with FANAMBY on nearly every aspect of the project. The internet has been key in communicating during forestry patrols as well. Access to these sorts of communications tools has allowed the Ministry and communities to work together toward the apprehension and prosecution of illegal forest loggers.

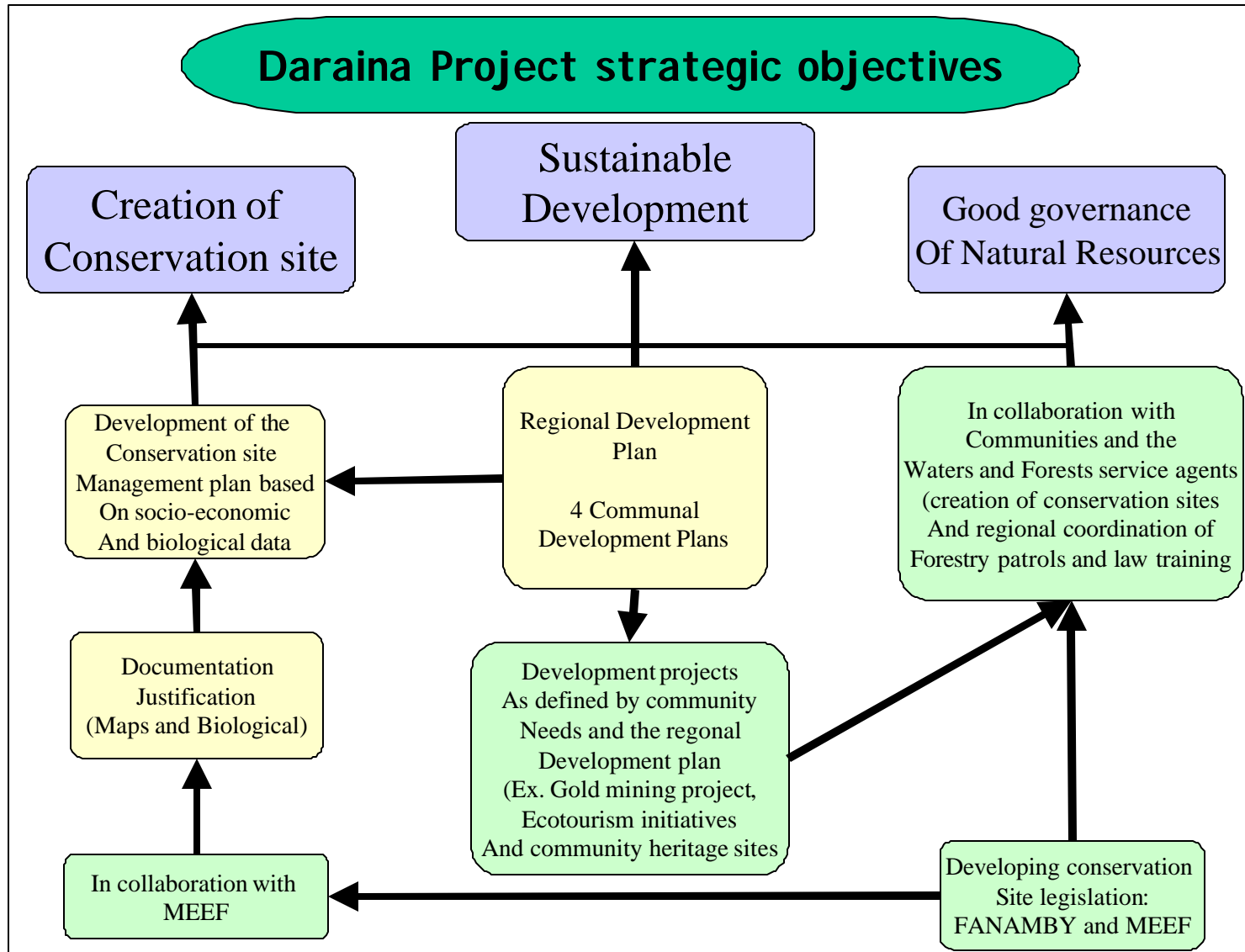
VIII. The FANAMBY growth model

Year 2000 budget was 86,234 USD and brought up to 193,390 USD in 2001 after receiving CEPF GRANT for Daraina, ie a 124% growth (source: audit report for fiscal year 2001). FANAMBY staff has increased from 10 employees in 2000 to 25 employees in 2001 after

CEPF GRANT for Daraina. FANAMBY also received a GCF GRANT from CI for the development and management of the protection gradients, which has increased the financial resources in the region. However, with that there has been greater pressure for increased organization, communications and coordination of activities. To cope with these issues and the other constraints defined above, FANAMBY has installed a satellite communications system and is using a local human resources and management company to help recruit appropriate directors that can manage people and assure completion of activities rather than focus on natural resources.

FANAMBY has two projects on similar size in Morondava and Anjozorobe. The main office coordinates the overall project backstopping while the regional offices manage the technical implementation. To manage the increased growth FANAMBY is using state of the art communications systems and taking the time to hire both people with management skills as well as scientific skills.

Table 1



VI. CEPF Daraina Initiatives Performance reporting – April 8th, 2003

Narrative Project Goals	Performance indicators	Actions completed
<p>1. Conservation and protection of the forested area between the Loky and Manambato Rivers.</p>	<p>By 2005, forested areas contained between the Loky and Manambato protected under conservation gradients that include a National Park and other type of protected areas</p>	<p>Achievements: FANAMBY and its main partner, the Ministry of Environment and Waters and Forests (MEEF), are dedicated to protecting biodiversity and natural habitats in the Loky-Manambato region through divers conservation gradients including “Conservation Site”, and community forest management transfer sites (see annex 1 “FANAMBY-MEF collaboration agreement”). The conservation site will have a protective status equal to a National Park, but will be jointly managed by the Ministry and FANAMBY. Four priority forest were identified for immediate protection under forest management reserve: Binara complex, Bekaroaka, Analaben’i Sahaka and the forests of Ampondrabe-Antsaharaingy. Forest Management Reserve provide protection from logging, but allow communities access rights for medicinal plants, local construction wood and other local usage needs. The Ministry and FANAMBY are currently working on a simplified conservation status procedure based on a 12-step manual that was written in 1992.</p> <p>Constraints: ANGAP institutional problems - ANGAP is not capable of assuming responsibility of additional protected areas because of internal fiscal and management capacity reasons. FANAMBY and ANGAP have not been able to decide on the contents of a collaborative agreement for Daraina; ANGAP would not decide on forest status and maintained a debating over the value of National Park protective status verses a “voluntary protected areas”, which has a compromised protective status by the judgement of FANAMBY. FANAMBY chose to pursue protective status with the MEEF who have a long-term vested interest in managing the remaining high quality national forests under their jurisdiction.</p>
	<p>By 2005 local communities and authorities trained to be ultimate decision-makers regarding the management of the region's natural resources</p>	<p>Achievements: The FANAMBY philosophy is to train communities and regional leaders in the necessity for conservation and sustainably use of natural resources.</p> <p>Before the Daraina Initiative started the region had no contact with development and conservation projects. Today, communities, partners and FANAMBY staff are trained in conservation management, outreach activities and the procedures to creating protected areas (see annex 2 “project quarterly reporting I, Output 2). A second series of workshops was presented to inform and teach local leaders of the four communities in the Loky-Manambato region the conservation and resources management needs for the region (Annex 2, “project quarterly reporting II, Output 2”). The project has also developed the tools though its GIS database and the creation of the “Forestry Brigade” needed to inform decision makers and empower communities to make their voice heard in regional meetings (See annex 3, “Creation of Forestry Brigade”). Communities are making decisions toward their future development and conservation of resources to ensure their long-term water, agricultural and natural resources. The project has also provided support to and trained a local</p>

		<p>NGO - UIDE - responsible to integrate all natural resource management issues into an overall regional strategy.</p> <p>Key messages : Initial strategies used water resource needs and cattle grazing to facilitate message transfers. Family and individual wealth are frequently based on the number of cattle one owns. This provides a direct incentive to increase cattle holding, but Daraina cattle herds are constrained by water and available grasslands. Community members burn grasslands to increase annual grazing area, however this frequently results in forest destruction from fire encroachment. Water resources are also diminished as forests are destroyed and grazing land is compacted and eroded. Local populations understood the first messages FANAMBY present in the communities. They were then more willing to listen to the FANAMBY conservation message because they could see a common goal of resources management that would produce a variety of benefits to the community.</p> <p>Constraints: Human resources issues – Because the project was a first for the region there was a natural scarcity of local conservation knowledge and project experience, yet FANAMBY wanted to hire locally to conserve local resources. Employees were trained at the beginning of the project. FANAMBY continues on the job training and has invested in state of the art communications systems to assure employees can ask questions or build intra-institutional consensus for activities from anywhere in the project zone.</p>
<p>Project Purpose</p> <p>Local communities and authorities become fully involved in the design and implementation of the conservation and management of natural resources between Loky and the Manambato Rivers.</p>	<p>By the end of the project, Regional and national authorities create a system of protected areas based on proposed natural resources management plans</p>	<p>Achievement: Through a system defined by the MEEF and FANAMBY the partnership was able to build consensus with local communities for the definition and approval of defined boundaries for the proposed conservation area. FANAMBY, through its outreach program has informed communities of the importance and benefits they will receive from the responsible management and protection of their remaining resources in return they have participated in the identification of natural resources protection (see annex 4 “Outreach plan and materials”). Regionally, Waters and Forests agents with FANAMBY have developed maps and documentation that define the protection need and zones to be protected (see annex 5 “GIS resume of documentation”). The regional government as well, has assigned a local commission that has judged the protected areas necessary and recommended their protection to the Ministry who will finally sign the documents registering the four forest blocks as protected.</p> <p>Constraints: The protection area process took longer than anticipated because of government obstacles from the old regime. Information was slow and partners would not cooperate because there were substantial incentives to maintain the status quo. The new administration has sited FANAMBY as a “privileged partner” and wishes to work with our organization as a model for conservation and development in the future.</p>

	<p>Local communities implement elements of the management plans to include: zoning, land use, reserve boundaries, etc.</p>	<p>Achievements: Local communities are defining their forestry and natural resources needs through workshops and community meetings (see Annex 6 “Workshop: defining conservation and community priorities in Loky-Manambato region, Nov 21 -23” and annex 7, Workshop report, “Defining regional needs for Loky - Manambato, April 31”). Communities now understand the conservation need and that FANAMBY and the MEEF are working to help them manage these needs. The working relationship between the administration and communities has manifest in the development of management strategies including the reserve boundaries and assurance of land use rights and desire to develop specific land management tools where communities will not loss access to the forest but can conserve the resources.</p> <p>Constraints: The MEEF agents historically have a negative image in communities and are not well trusted. The project in recent months has conceived and implemented public awareness activities through the Forestry Brigade and outreach actions to prove the new spirit of the Administration. These actions have significantly improved working relations.</p>
	<p>Local and regional authorities use information developed through the project as a decision-making tool.</p>	<p>Achievements: Communities have been trained in the natural resources issues but have also been invit ed to all regional meetings, workshops, forestry law training, and outreach activities arranged by FANAMBY. These opportunities served as a forum where community members could voice their opinions and teach FANAMBY and government officials their conservat ion and development concerns. FANAMBY continually used project results, biological, social and mapping tools, to develop debate for conservation and development activities. Consensus has been reached through these meetings that conservation is necessary regardless of the motivation; be it protection of <i>Propethecus tattesalli</i> or increasing resources for cattle or alternative income; their decisions are helping to form local policy. The policy will be implemented and respected because it is coming from the ground up.</p> <p>Constraints: Time and geography – an increased number of forums for community participation would have been favourable, but the resources and time to gather all participants hinders the rate at which communities can develop their conservation strategies.</p>

	<p>At least 20,000 ha of forest protected in the form of an interim legal protection system that will vary from Forêts Classées to Reserve Forestière that will permit different levels of resource management.</p>	<p>Achievements: Interim legal protection is being established for a total of 56,337 ha, 26,250 ha of which are forested, in the project area. A joint mission between the MEEF and FANAMBY served to define the limits of these first conservation areas. Documents are being furnished to the Ministry for signature. The Ministry and FANAMBY will define future conservation status through “site de conservation” which is a protective status equal to that of a National Park. FANAMBY is in the negotiation process to define this legal status (see Annex 8 “Justification documentation for forest status change”).</p> <p>Constraints: Political obstacles – Until recently, forestry policy was not respected in the region and status quo was maintained; powerful locals determined land usage through their power to influence markets. Minor systemic corruption allowed the forestry industry to dictate how wood resources would be managed and disenfranchised communities from their ancestral natural resources. For the last year, the FANAMBY – MEEF good governance program has been breaking the status quo and empowering communities.</p>
	<p>At the end of the project, local and regional authorities address the issue of logging and reduce it by half according to baseline data made available year 1</p>	<p>Achievements: As a result of the Good Governance support in the region by FANAMBY, the Forestry Brigade supported by community actions was able to apprehend the perpetrator of approximately 70% of illegal logging in the region. The perpetrator must pay large fines rendering their operation unprofitable or face time in prison.</p> <p>Constraints: Statistics – there are no statistics on illegal forestry activities therefore estimations on reductions are speculative. However communities are confident that recent actions could reduce illegal logging by more than 50%.</p>

<p>Project Output One</p> <p>Knowledge and understanding of the biological diversity and of socio-economic factors affecting ecosystem processes improved.</p>	<p>Planning workshop conducted by September 2001, to identify issues, information gaps, strategies, and activities necessary to be carried out in order to address the Global Conservation Strategy.</p>	<p>Achievements: The FANAMBY defined scientific research priorities were studies based on fragment and meta-populations dynamics across the region that would result in conservation recommendations by species and botanical structure. However, scientists ultimately define their own study topics and the following list resulted. Many studies resulted in the definition of baseline material, but the coordination between research objectives was missing.</p> <ul style="list-style-type: none"> • Dr. Astrid Vargas identified studies on the <i>Propithecus tattersalli</i>; Conduct a Population Viability analysis including, dispersal and movement patterns, population genetics and meta-populations dynamics • Dr. Steve Goodman identified additional necessary research in biodiversity changes by altitude gradients and studies on herpetology. • Dr. Laurent Gautier from Geneva Botanical Gardens has identified studies on botanical changes relative to various geographic changes and forest fragmentation. • Dr. Johnny Rabenantoandro a local researcher working for Missouri Botanical Garden identified a study on basic littoral forest inventories for relative uniqueness throughout the east coast of Madagascar. • Dr. Lynn identified research on the variety of butterfly species in the area relative to other forests on the eastern peninsula. <p>Constraints: The planning workshop was never completed due to organizational setbacks on the part of FANAMBY; there was not enough data to hold a workshop, but the workshop need to define the research for data. Finally, the political crisis during the first half of 2002 prohibited altogether the workshop during this period. In spite of these constraints, necessary biological and botanical studies have been identified and are either completed or underway, although FANAMBY is encountering continued difficult focusing research on the fragment based objectives defined by at the origins of the project.</p>
	<p>Biodiversity (flora and fauna) surveys identified in the Planning workshop conducted by year 2.</p>	<p>Achievements: Scientific data including species lists of reptiles, amphibians, birds, primates, butterflies, and botanical resources are available for the large blocks of forest in the region – notably Binara and Bekaraoka (see annex 9, “Biological documentation bibliography”). Three studies, one on <i>Propithecus tattersalli</i>, the second on elevation gradients and the final on bird species, address the forest fragment issues. Only the <i>Propithecus tattersalli</i> study provides conservation recommendations for the protection of five main blocks of forest, four of which are being developed for the Conservation Site.</p> <p>Constraints: Focusing research on fragment issues and conservation recommendations are the primary constraint to</p>

		collecting pertinent scientific data. Research is not always defined by the needs of the community or conservation actions. FANAMBY is trying to regulate these issues by writing contracts for reports from research that is supported or partially supported by the project.
	Socio-economic studies (including local attitudes, beliefs, threat analyses, etc;) identified in the Planning workshop conducted during Year 1.	Achievements: A workshop for community leaders and FANAMBY staff members to assess local attitudes, beliefs and threats to local communities in terms of natural resources management was held in November 2001 (see Annex 6 “Workshop: defining conservation and community priorities in Loky -Manambato region, Nov 21-23”). The results of the workshop and the national forestry policy were used as the basis for the design of the socio-economic strategy for the region; writing a Regional Development Plan based on the communal development plans to support the creation of protection gradients for the region. An executive summary of the Communal Development Plans is attached in annex 10.
	A GIS database including all existing biodiversity and socio-economic data created by the end of year 1	Achievements: Throughout the course of the project socio-economic and biological data collect has been depicted through the FANAMBY GIS program. Annex 11 on GIS Mapping in the region, is a brief history of the primary information presented to local, regional and national decision makers. Information includes a relatively small amount of deforestation during the last 50 years, occurring in isolated pockets around the forest, which suggests that local communities are not the sources of forest destruction in recent decades. However these maps are not able to show degraded quality of forests. Identification of forest quality is part of the GBG botanical study. Other maps depict the confirmed presence of the <i>Propithecus tattersalli</i> , gold mining pressures in and around the forest, confirmed intact forest, and the presentation of conservation zones.

<p>Output Two</p> <p>Local and regional expertise to ensure effective and sustainable management of natural resources established.</p>	<p>Training needs identified for local leaders, regional decisions -makers, government and NGO technicians by the end of September.</p>	<p>Achievements: Training needs for FANAMBY staff and local leaders and regional decision makers were identified at the beginning of the project and during planning missions there after (see annex 2, “Quarterly report I, II and III, output two):</p> <ul style="list-style-type: none"> • A series of training and workshops on Biodiversity, the Daraina proposed natural resources management process, Project Design; Building conceptual models for Loky-Manambato, outreach and communication programs, CEPF administrative training, Forestry Law workshops, and development of Community Sustainable Development programs. • Community workshops for the elaboration of Community Development Plans • Training partners agents from Waters and Forests agents and IUDE in recent forestry law and legal procedures • Training in computer technology and usage • Additional training in natural resources management, survey techniques for village surveys, GPS usage, forestry survey techniques and writing of Community Development Plans were identified throughout the course of the project. <p>Constraints: The project did not anticipate the extra need for staff and regional training. Staff members needed as much training as community members. This retarded project progress and the rate of message transmission relative to anticipated rates.</p>
	<p>Training of 5 to 10 leaders successfully completed according to curriculum and periodical evaluation, for each one of the four communes at the end of the project.</p>	<p>Achievements: The communities were trained in natural resources management, importance of natural resources and in the development of communal development plans in August 2001 to November 2001 (See annex 2, “Quarterly report I and II; output 2 training activities). The training was part of the capacity building process where communities create a commission to manage their resources and development funds for the community. Trainings have taken place in all four communes.</p> <p>Local community leaders and regional authorities were trained in forestry law and the CEPF conservation strategies during a April 2002 workshop (see annex 7, “Defining regional needs for Loky-Manambato, April 31”, Vohemar). The workshop was the groundwork for the development of the Forestry Brigade in Vohemar and later concrete actions to apprehend illegal loggers.</p> <p>Constraints: Due to the political crisis the training sessions did not follow a continuum, therefore FANAMBY was not able to assure the same participants and continued knowledge transfer to communities and local leaders. Many of the regional leaders changed after the crisis and missed the earlier trainings.</p>

	<p>Training of 3 Waters and Forests agents and 8 FANAMBY's technicians successfully completed according to curriculum and periodical evaluations at the end of the project.</p>	<p>Achievements: FANAMBY employees were trained throughout the project in the following curriculum in the first quarter of the project (see annex 2, Quarterly technical report I) and in April of 2002 (see annex 2, Quarterly technical report III):</p> <ul style="list-style-type: none"> • Biodiversity what is it and why is it important? • The Daraina CEPF natural resources management process • Basics in project design • Building a conceptual model for the Loky-Manambato Initiative • Concepts of Outreach-communication programs: Developing a plan for the Daraina Initiative • CEPF administrative training <p>Waters and Forests agents, IUDE, regional representatives and FANAMBY personnel were also trained in (See annex 2, Quarterly technical reports I and III):</p> <ul style="list-style-type: none"> • Training in computer basics • Forestry law • Plans for sustainable community management • Basic GPS usage and Rapid Rural Appraisal techniques on two occasions <p>Training provided during the project has given FANAMBY staff, partner field agents and local leaders the tools to function properly in an office, write documents and collect and analyses information for the successful completion of project goals; creating development strategies and protected areas.</p>
	<p>Training of 10 to 20 regional decision-makers (Judiciary, law-enforcement officer, Sous-prefecture agents, representatives of UIDE, DEF, GTDR, etc.) successfully completed according to curriculum and periodical evaluation at the end of the project.</p>	<p>Achievements: Local leaders, mayors of the four commune and the law enforcement personnel in Vohemar have been trained twice in the goals of the project and the recent forestry law. Workshops were held to reinforce the regional need for control of illegal activities and allow communities to voice their concerns on natural resources issues (see annex 2, "Quarterly technical reports I and III, and see annex 7, "Defining regional needs for Loky -Manambato, April 31", Vohemar). These workshops have been the building block for subsequent law enforcement efforts and resources management strategy development; in particular the creation of the Forestry Brigade and the apprehension of the individual that is responsible for nearly 70% of the illegal harvesting in the region.</p>

Output Three		
Outreach program developed and implemented.	An Outreach Plan that includes a clear methodology for each of the identified target groups developed by September 2001.	<p>Achievements: Fanamby’s Communication and Outreach Plan completed in September 2001. Among the various activities, the Plan included a series of itinerant Outreach Campaigns that involve specific workshops for kids, adolescents, women, and men (see annex 4, “Outreach plan and materials”).</p>
	Presentations on project progress performed to local, regional authorities every 6 months, and for national authorities annually.	<p>Achievements: The Daraina project has been presented to local and regional authorities at least twice a year and frequently aspects of the project have involved these same authorities participation. They are very familiar with the project goals and need for participation form communities and authorities. The following is a list and dates of project presentations to authorities.</p> <ul style="list-style-type: none"> • Presentation of the Daraina Initiative to local and regional partners (IUDE, E&F, Deputé de Madagascar, Suprefect, Conseiller Povincial, and other local and regional authorities; June 25) • Presentation of the Daraina Initiative to the Mayors of the five communes comprised in the Loky-Manambato region (August 18, 2001) • Presentation of the Daraina Initiative to local and regional partners during the Regional Committee Setting Workshop conducted in Daraina, Nov. 21-23, 2001 • Presentation of the Daraina Initiative at the 7th World Wilderness Congress, Port Elisabeth, South Africa, Nov. 2-8, 2001. • Presentation of the talk “Conservation Status of the Golden-crowned Sifaka” at the Sociedad Española para la Conservacion y Estudio de Mamiferos, IJ & AV, Dic. 7-9, 2001). • Presentation of the Daraina Initiative during the last day of the Regional Planning meeting in Vohemar the 31st of April 2002. <ul style="list-style-type: none"> ○ Attending officials: Commissaire General of the Environment and Rural Development from Diego, the DIREF, Representatives from the office of the Mayor of Vohemar, the Sous-prefet, the four mayors from the communities in the Fanamby work zone and the President of IUDE. ○ Subject: The Daraina initiatives, presentation of the Protected Areas implementation strategy, discussion on boundaries for the protected areas and solutions to the pressure being put on the forest in the projected zone for the first protected areas (see annex 11, “Daraina Initiative: Loky-Manambato).

		<ul style="list-style-type: none"> Project progress was presented by the Regional Director during leading to the creation of the Brigade Forestier as background to the conservation need and the support that FANAMBY has been able to provide on a regional level for conservation and protection of natural resources: October 25, 2002.
	Reports to local, regional and national authorities provided annually.	<p>Achievements: Reports and minutes of all above described workshops and regional meetings have been distributed to local, regional and national authorities and partners.</p>
	Attention to the project increased by disseminating information through radio (2 program per year), TV (one program per year), and press releases (3 program per year) for both years of the projects.	<p>Achievements: The Daraina project has been popularised through local and national television programs on Good Governance, newspaper reports and presentation at various conferences globally (see annex 12, “News articles and media presentations”).</p> <ul style="list-style-type: none"> Panel of “Daraina Initiative” formally presented to regional authorities during the Day for the Environment (July 28-30, 2001) FANAMBY personnel appeared in Madagascar National TV News explaining the “Daraina Initiative” using the panel as a tool (July 1, 2001) FANAMBY rented a booth to conduct 3 continuous days of outreach activities during Vohemar’s Dontsiky (August 31-September 2, 2001). Various education/outreach activities conducted during the Grand Opening of Fanamby’s Field Station at Daraina (AKA “Fanamby’s Centre de Conservation et Développement à Daraina”), Nov. 17-18, 2001: <ul style="list-style-type: none"> Permanent display of Outreach/Education Panels at the Station’s Conference Room. Outreach program implemented during the mornings of the 17th and 18th. Materials (brochures, T-shirts, stickers...) donated during the various programmed activities. Conservation messages displayed in banderols and posters placed throughout town. Conservation messages broadcasted at the moraingy (popular boxing event). Official ceremony for the donation of education materials at all the existing schools within the Loky-Manambato region (n = 29 schools). Materials included Environmental Education books and posters (donated by WWF). Local Radio coverage of Fanamby’s efforts in the Loky-Manambato region (Nov. 15, 2001) Regional TV coverage of the Grand Opening at Daraina’s Field Station (Nov. 17-18, 2001) National newspaper coverage (in Midi Madagasikara) of Fanamby’s efforts in Daraina and the Field

		<p>Station's Grand Opening celebration (Nov. 21, 2001).</p> <ul style="list-style-type: none"> • Television coverage: The 29th of April, 2002 roundtable was broadcast on television and aired on the local radio throughout the region three days after the event. This is the second program completed for the year. One program is the goal per year. • Local television and radio broadcast footage in September 2002 of an illegal logging patrol. The report outlined the law being enforced, the timber confiscated and the impending penalties the criminals are facing. A press release was also published in the Midi and Express national newspapers. • Follow up meetings in October 2002 with the Secretary General of the MEEF were broadcast on local and national television. The broadcast highlighted the increased efforts to support local law enforcement through the creation and coordination of the Brigade Forestier. • In February 2003, newspaper and national television coverage of a forestry patrol that captured an illegal was aired. The program highlighted the mission of the Secretary General of Waters and Forests and the Director of the Cabinet of the Minister of the Environment assessing the situation. • Gary Stricker, CNN reporter, is in the process of creating several short documentaries on the Daraina initiative and FANAMBY. The programs will be aired on international television in the June 2003.
	<p>Outreach activities for children and adults (brochures, posters, stickers, forest walks, games, theater plays, etc.) provided throughout the life of the project (detailed to be defined in 3.1).</p>	<p>Achievements: Display/Distribution of the following materials during Community Outreach Campaigns:</p> <p><i>General:</i></p> <ul style="list-style-type: none"> ➤ Project T -shirts, stickers, and calendar. ➤ “Initiative Daraina” Presentation Document (in English, French and Malagasy) ➤ “Initiative Daraina” - Power Point Presentation (in English and French) ➤ A “Natural Resource Management Strategy for the Loky -Manambato Region” - Power Point Presentation (in English and French) <p><i>Panels:</i></p> <ul style="list-style-type: none"> ➤ “Initiative Daraina” Panel (in French and Malagasy) ➤ “The Tale of the Ankomba Malandy” (in French and Malagasy) ➤ “The role of the Forest” (in Malagasy) ➤ “What can we do to protect our forests” (in Malagasy) <p><i>Brochures:</i></p> <ul style="list-style-type: none"> ➤ Daraina Initiative Brochure (in English, French, and Malagasy) ➤ Ankomba Malandy Brochure (in French and Malagasy) ➤ Forest Brochure (in French and Malagasy)

		<ul style="list-style-type: none"> ➤ Forestry Law Booklet (in French and Malagasy) <p><i>Specific Outreach Program Materials for Local Communities:</i></p> <ul style="list-style-type: none"> ➤ Sifaka Song and Daraina Song (in Malagasy) ➤ Ankomba Malandy's Tale (in Malagasy) ➤ Nature Riddles (in Malagasy) ➤ Nature Proverbs (in Malagasy) <p>Project Banners with conservation messages (in Malagasy)</p> <p>Outreach and environmental education modules completed in 8 fokontany during the months of February and March of 2002, including training local assistants to complete socio-economic surveys.</p> <p>In June 2002 the FANAMBY team completed outreach activities in three schools in the Daraina commune. Outreach agents played environmental question and answer games with the students, environmental learning books were distributed and 40 t-shirts were distributed. Students later wrote stories for their class about what they had learned.</p>
	<p>Annual "Golden-crowned Sifaka Festivity" carried-out in 2 communes by the end of year 1 and 2.</p>	<p>Achievements:</p> <p>A local band from Diego was hired to play at the annual "Golden-crowned Sifaka Festival" held in November 2001, which was the highlight of the year for the small community of Daraina, the location of the festival. Regional TV was also present to film the days events:</p> <ul style="list-style-type: none"> • The Grand Opening at Daraina's Field Station • Speeches from the local leaders and politicians calling for increased environmental action and • A speech from the Executive Director of FANAMBY, pledging FANAMBY support for conservation and development initiatives for the future. <p>Constraints:</p> <p>A second festival was not held because the resources to complete the festival were used for additional education actions and more sustainable outreach actions such as distribution of t-shirts and stickers.</p>

<p>Output four</p> <p>A Natural Resource Conservation and Management strategy defined and accepted.</p>	<p>A regional committee for natural resources and conservation management integrated by local and regional stakeholder established by August 2001.</p>	<p>Achievements: Since early 2001, FANAMBY has been involved in the establishment of the IUDE (Iharana Uni pour la Conservation et le Développement) in Vohémar. The IUDE serves to this date as a planning and decision making forum for regional development and conservation actions. Its membership includes regional partners, local leaders and community member that manage natural resources issues in the 17 rural communes of the Vohemar Sous -prefecture. Of the 17 communes, FANAMBY works in 4 through the CEPF Daraina initiative. Through a collaborative agreement that has always functioned de facto, but was officialized, in May of 2002, the IUDE formally acknowledged FANMBY work plan is the basic strategy for conservation and development in the Daraina region.</p> <p>FANAMBY continues to carry out meetings to help the IUDE establish goals and direction. FANAMBY gifted IUDE with a computer, office equipment and training to assure the function of the office. Representatives of IUDE are invited to all FANAMBY functions since the inception of the projects. Some notable functions that IUDE attended are the roundtable to creation of the Forestry Brigade, the planning workshop in April 2002, community appraisal activities and methodology training, , and the development of regional strategy documents.</p>
	<p>A regional natural resources and conservation management strategy that integrate socio-economic information, biological data, local attitudes and needs written and approved by the committee by the end of year one.</p>	<p>Achievements: To initiate the effort toward writing a regional conservation strategy FANAMBY carried out the first Workshop for the Development of an Inter-communal Natural Resource Management Strategy for the Loky-Manambato Region, Daraina Field Station, Nov. 21-23 (see annex 7, “Defining conservation and community priorities in the loky-Manambato region”).</p> <p>Similar Workshops were held in other commune before the socio-economic studies to collect data for the completion of the Communal Development Plans.</p> <p>The series of workshops that is leading to the final “Strategic Plan for NRM and Conservation in the Loky Manambato Region”</p> <p><i>Workshop highlights:</i></p> <ul style="list-style-type: none"> ➤ Definition of cultural, economic, and social issues in the region; ➤ Identification of the region’s natural resources and of associated threats. ➤ Definition of possible alternatives to decrease threats. ➤ Agreement to establish a Inter-communal Natural Resource Management and Conservation Committee (to be consolidated in January 2002). ➤ Agreement regarding the creation of a network of “Brigades Verts” to help protect important forest fragments at each commune. ➤ Unanimous acceptance of the need for creating a network of Protected Areas in the Region.

		<p><i>Endorsement of a Declaration, signed by all relevant local authorities and stating their commitment to conserve the region's natural resources.</i></p> <p>In June of 2002 FANAMBY completed data collect for the Communal Development Plans. The Plan for the commune of Nosy-be was completed.</p> <p>In March of 2003 all Communal Development Plans have been completed and are being analysed by the Vohemar team to develop the Regional Development Plan. Initial drafts of the document are underway.</p>
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<p>Output Five</p> <p>A system of protected areas established between the Loky and Manambato Rivers.</p>	<p>In collaboration with communities and government extension agents, forest boundaries for the protected areas defined by the end of year 1.</p>	<p>Achievements: Forest boundaries have been identified and delimited through a new methodology defined by the Ministry of Waters and Forests in February 2003. A joint mission, FANAMBY and the Ministry, in March 2003 served to delimit boundaries with GPS and communities. The methodology included an extensive outreach program that contacted and defined forest status changes with all communities surrounding the forests in question. Then teams armed with GPS units ground proofed boundaries defined by the Ministry and FANAMBY cartography team. Finally, all supporting documentation was added to create the status change document, which has been submitted to the Ministry. See annex 8, “Justification documentation for forest status change”).</p>
	<p>A proposal for classification to the regional, national authorities and MEF presented and accepted by September 2002.</p>	<p>Achievements: Preliminary steps taken in the first quarter of the project to accomplish the long-term process of establishing a network of protected areas in the region have been taken by means of visiting all potential stakeholders at the national and regional levels (ANGAP, Eau et Forêts, IUDE, local communities, and other interested parties) to present the “Daraina Initiative” emphasizing FANAMBY’s role as a catalyser of the process.</p> <p>FANAMBY personnel collect socio-economic data, procurement of Waters and Forests classification maps and discussions with the Forests Administration for their reclassification (see annex 13, “Report on local attitudes for forest protection status classification”, March 2003).</p> <p>FANAMBY and the MEEF finalize a methodology and timeline (see annex 14, “Classification methodology and timeline”) for a joint mission for the delimitation and reclassification of four critical forest blocks. The mission took place in March 2003 and proposal for reclassification has been submitted to the Ministry for approval.</p> <p>The methodology developed is based on the original 12-step process defined in the reclassification manual the Ministry and ANGAP defined in 1992. The procedures have been modified and are being tested during this joint reclassification process. FANAMBY and the Ministry have developed a special relationship to work towards good governance and responsible management of natural resources. The classification process will serve as a model that will be used in Morondava and by other projects, notably WCS for the reclassification of forests in the Masoala peninsula.</p> <p>In 2003, a committee was established at the heart of the Sous-prefetures’ office as a decision making body on natural resources conservation issues. This committee will approve or amend the FANAMBY and Waters and Forests proposition for conservation status of the four forest blocks in the region. After their approval the document will be sent to the Ministry for signature.</p>

Output Six		
Management plan for a conservation priority area defined.	By March 2002, 4 to 6 local organizations created for elaborating specific community management plan.	<p>Achievements: Originally FANAMBY worked to establish Community Conservation -Development Associations (KFFs) in the four communes in the Loky-Manambato region. Two Associations, KFFD (in the commune of Daraina) and KFFS (in the commune of Nossibe), were completed that served as a committee to help develop the Communal Development Plans. But, these associations were not recognized at the regional level. The Communal Committee for sustainable Development (CCDD) are the official committee formed as the liaison between communities and the regional and national government. . The CCDD of all four communes serve as the liaison between the FANAMBY project and the community as well, therefore we are positioned to work directly within the committee that will manage the development actions of the community. This will facilitate the efficient planning and management of natural resources within a development context, but also shows that making efforts toward responsible natural resources management will bring development benefits to the communities.</p>
	4 to 6 Community management plans (forest zoned for different types of multiple use units with specific management objectives for each zone (multiple-use zone, total protection core area /research zone, eco-tourism zone, etc.) elaborated by end 2002.	<p>Achievements: Data collected and defined throughout the project, the four Communal Development Plans, biological information, and the four forest blocks defined for strict conservation will serve to complete an overall management strategy for the region which will include the various needed forest usages. The document is a work in progress.</p> <p>Constraints: The time constraint was not respected for this activity because the project strategy changed to incorporate Communal Development Plans instead of basic community management initiatives based on the ICDP programs of EP 1 and the early phases of EP II. An overall management plan in the new project program is the last phase in the strategy.</p>
	A fund for small scale development activities for 4 to 6 villages created by the end of year 1 and distributing a total of 25,000 USD by the end of the project.	<p>Achievements: Fanamby has completed small-scale development projects that will assist local organizations to communicate; computers have been given to the office of Waters and Forests, the post office and the IUDE (Iharana United for Conservation and Development).</p> <p>FANAMBY continues to work with communities on small-scale development activities including creation of gold mining associations in high impacted communities and alternative income generation such as eco-tourism. Status are being as a guiding framework for the mining associations including development of best mining practices that minimize environmental impacts and a system of permit distribution to members in good standing.</p> <p>The efforts that FANAMBY has put forth to help communities write their Communal Development Programs has resulted in leveraging over 40,000 USD from the World Bank for the community of Nosybe. Additional funds will be disbursed for development in the coming several years through World Bank</p>

		sponsored rural development strategies for the other communities in the Daraina region.
	An overall management plan (including zoning, land use, pressures, reserve boundaries, etc.) for the priority area designed by September 2002 and accepted by the communities.	<p>Achievements: The overall Regional Development Plan is currently a work in progress. Defined based on the Community Development Plans from the four commune in the FANAMBY work zone (see annex 10, “Executive Summary: Communal Development Plans”), the RDP takes into account all the issues that transcend communal boundaries and that can not be resolved at the scale of the Communal Development Plans, such as water availability issues or forest usage rights. It is a dynamic strategy that allows communities to evolve their natural resources management objectives and capacities while being supported by outside organizations. The communities are always the ultimate decision makers. The plan includes mitigation strategies for reducing bush fires in the dry season and increasing usable water supplies, two key issues in the region. The management plan and biological data collected throughout the project will be used to lobby the national government for the creation of strict “Conservation sites” in Daraina.</p> <p>Constraints: This is the first time that FANAMBY has implemented this strategy and maybe the first time in Madagascar. FANAMBY miss calculated the time and human resources necessary to complete the high quality documents.</p>
	Management plan for classification presented to the MEEF and ANGAP by the end of year two.	<p>Achievements: The classification document was submitted in April of 2003. The project is currently lobbying for signature from the Minister of Environment and Waters and Forests.</p>

Output Seven		
Project administration and monitoring in place and operational	Quarterly report on technical performance and financial status submitted according to CEPF standards in place by July 2001.	<p>Achievements:</p> <p>Achievements: Quarterly reports are sent within the 30 days after end of terms: 1st term ended : Aug 31st, 2001 ; report submitted: Sept 20th, 2001 2nd term ended : Dec 31st, 2001 ; report submitted: Jan 4th, 2002 3rd term ended : April 30th, 2002 ; report submitted: June25th, 2002 4th term ended: Aug 31st, 2002 ; report submitted: October 6th 5th term ended : Dec 31st, 2002 ; report submitted: January 10th, 2003 6th term due: May 31st, 2003 ; report as of March 31st available April 7th, 2003</p> <p>The 3rd report was sent late because of the political crisis and the lack of trained staff in Daraina to write the report, which was prepared by the central team of Tana. Therefore, the local staff was trained in monitoring process so that they could from then prepare the field report themselves.</p>
	By July 2001, Project staff needs defined and staff recruited.	<p>Achievements:</p> <p>Project staff needs have been identified in the initial stages of the project. An organigram (1) was defined July 2001. Staff included: Technical staff under the control of a new recruited Technical Director (expatriate 1), a Technical Assitant (expatriate 2), and Administrative and Finance Staff under the Coordinator actually in place (National).</p> <p>By September 2001, a conflictual situation between the Technical Assistant and the coordinator due to this latter brought the termination of his contract. The organigram (2) was revised using a Regional Director, who was trained. The Technical Assistant was recruited to help the Technical Director start the project for the first three months, later both left Madagascar but worked of the project between September and December 2001. The Conservation Director was recruited May 2002, in the middle of the political crisis. The last organigram (3) was set up february 2003, considering the objectives to complete at project termination may 31st, 2003 (see annex 15, "Organograms").</p> <p>Constraints: the fact that Vohemar region is remote is the most important constraint for FANAMBY to hire skilled and adequate staff for the project (the road is very hard in dry season and impracticable in rainy season, no telephone communication (until FANAMBY brought up the VSAT system). Despite many offers through the newspapers and among contacts, FANAMBY could not find quality technicians for the position of Project Director.</p>
	By September 2001, Project materials identified and purchased.	<p>Achievements:</p> <p>Purchase of materials was made quarter by quarter, based on the priority needs and quarter budget available. The project equipment is recorded in a computerized inventory file.</p>
	A monitoring system that allows for systematic measuring of the	<p>Achievements:</p> <p>FANAMBY staff monitor actions completed in the field through incremental progress reports by output and</p>

	achievement of objectives developed by October 2001.	<p>verifiable indicators. Reports are based on field activities completed and timing charts developed for the project. Activities and strategies are modified based on the reporting results and future necessary objectives achievements.</p> <p>Constraints: In spite of the system in place, the Daraina project did not respect the timetable for all activities. This is due in part to the political crisis that froze activities during 5 months and to the inexperience of the staff recruited for the project, who are good technicians, but are still developing their management skills.</p>
	An adaptive management approach by measuring and analysing the success of each of the outputs, and making pertinent changes based on the results obtained will be in place	<p>Achievements: FANAMBY understood from the beginning of the project that there would be necessary changes to the management and implementation approach used in throughout the project. Analysis of project data during periodic staff meetings during the life of the project was used to redefine strategies to achieve objectives. Implementation of the Communal Development Planning, decisions of priority conservation forests, the FANAMBY and MEEF collaborative relationship, and minor changes in the timing and activities planned for implementation are all results of the adaptive management strategy; all of which have produced the most effective results of the project.</p> <p>Constraints: Well coordinated adaptive management requires fast and accurate communications and to date knowledge on policy changes and trends in the country, as well as quality project reporting at all levels. At the beginning of the project communication was slow and knowledge scarce between Daraina, Vohemar and Tana. The project implemented the VSAT communications system and has taken measures to reinforce project and field reporting to ensure the maximum of updated and accurate information.</p>
	A long-term financial strategy for the overall program developed. A long-term financial strategy for the overall program developed.	<p>Achievements:</p> <ul style="list-style-type: none"> • By adopting the regional and national strategies put in place by the donors and the government, FANAMBY has secured funding for development activities in the 4 communes between the Loky - Manambato Rivers. A total of 160,000 USD will be disbursed over the next 2 years. FANAMBY has also provided through its research centre all the necessary materials and support for the local authorities to develop proposals to donors and government. • FANAMBY is in negotiation with the MEEF to allocate funds to the Loky-Manambato rivers initiative through the “National Forest Fund” (FFN). The fund was originally created to support investments made by the Ministry, notably revenue generated from taxes levied on the logging companies. Since Madagascar’s new policy is to reduce all logging concession, the Ministry is looking for new venues of generating revenue. • FANAMBY has secure funding for the next 12 months through the GCF for an amount of USD\$150,000 as an effort to continue creating the “conservation site”. Revenue generated through the future conservation site will eventually contribute to the FFN and, therefore, regional conservation actions. • In February of 2003, FANAMBY finalized its 501(C) 3 for the Friends of FANAMBY US branch as a

		<p>tax-exempt organization for fundraising. The stratagem will be to solicit funding through US foundations and other donor venues.</p> <p>Constraints: FANAMBY is still very dependent on Conservation International's funding and will need to diversify its future funding portfolio. Fortunately, Daraina was recognized, as a priority for CI and a real partnership was formed between the two organizations for actions. FANAMBY wishes to continue this partnership and will seek to redefine follow-up conservation priorities to be implemented through potential future funding mechanisms.</p>
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