

CEPF FINAL PROJECT COMPLETION REPORT

I. BASIC DATA

Organization Legal Name: Conservation International – Madagascar

Project Title (as stated in the grant agreement): Small-scale Initiatives Support

Implementation Partners for this Project:

Project Dates (as stated in the grant agreement): January 1, 2001 - December 31, 2004

Date of Report (month/year): February, 2005

II. OPENING REMARKS

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

This proposal was originally intended to cover support to NGO development in two major areas of Madagascar, the Mantadia-Zahamena corridor and “a western corridor”. In the event, owing to other partners being drafted in to provide support to NGOs in other priority areas, the majority of project activities took place only in the Mantadia-Zahamena corridor, the area of most intensive CI support during the project period. Complementary CEPF support covered the interventions of Fanamby in the Menabe region, the other area where Small Scale Initiatives were planned. In the event, lessons learned from the experiences in Mantadia-Zahamena were extended through the areas in which CI is working, including in the Menabe region and the Ranomafana-Andringitra corridor

III. ACHIEVEMENT OF PROJECT PURPOSE

Project Purpose: *Local beneficiaries practice improved conservation-friendly uses of biodiversity resources in two corridors (Zahamen-Moramanga, Western corridor).*

Planned vs. Actual Performance

Indicator	Actual at Completion
Purpose-level:	

<p><i>A new NGO acting around Zahamena PA and Zahamena-Mantadia corridor is strongly involved in sustainable use of natural resources</i></p>	<p>MATEZA is now a well known NGO with a wide range of activities, involved especially in the conservation and management of natural resources, often integrated with socio-economic development. In collaboration with CI, Mateza is implementing a range of activities including the Health, Population and Environment project funded by USAID and a range of smaller reforestation and conservation activities. MATEZA has had to face difficult situations but technical and financial support has helped them develop into a sturdy and independent organization.</p>
<p><i>Scientific and technical skills of the new NGO are maintained to a high level and benefit to other local NGO's.</i></p>	<p>Since 2001 MATEZA and 8 other NGOs (ANKAI, RINDRA, FILANTSOA, ACCE, JUMO, ASOS ANJARAMASOANDRO, H₂O) have benefited from scientific and technical training in the domain of project cycle management, environmental impact analysis, etc. In Moramanga at least five NGOs are working conservation and development activities. One NGO, RINDRA is specialized in reforestation with native species. Another NGO, ACCE, has now a community center for bat conservation and continue their awareness raising activities among rural communities. These NGOs are supported by a range of investors (ex: Tany Meva foundation) and hence are able to sustain their activities over the long term.</p>
<p><i>Communities around corridors are involved in forest resource management as seen as examples such as:</i> <i>Plantations</i> <i>Non Timber Forest Products use</i> <i>Sustainable timber exploitation</i> <i>Access control...</i></p>	<p>Since the start of the CEPF project, people living in 18 communes around the Mantadia-Zahamena corridor are newly involved in sustainable forest management activities and health/environment activities. This includes 5 in management transfer (Didy, Fierenana, Ambalakondro, Ambohibary, Lakato), 8 in health education (Miarinarivo, Antanandava, Manakambahiny Est, Ambodimangavalo, Maroseranana, Ambohibary, Lakato, Didy), 5 in reforestation activities (Ambohibary, Lakato, Amboasary, Morarano, Fierenana).</p>

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

- The idea of the project was to support the emergence of new, motivated and capable local NGOs that would undertake development and conservation activities in the areas that CI had been working, in order that the benefits of good environmental management be perceived by the communities closest to the forest. This has been successful, with, at the end of the CEPF project 5 NGOs with multiple projects linked into a network of funders and support mechanisms covering 35 percent of the Mantadia-Zahamena corridor (12 communes sur 26) . These NGOs have benefited from training opportunities given by CI, and are now in many cases integrated into the USAID Alliance program working in the region, part of which is intended to support and enlarge the range of NGOs intervening in the region.

Were there any unexpected impacts (positive or negative)?

The major mechanism intended for engagement of local communities through NGO intervention was transfer of management rights to the communities. In this the CEPF project was very successful, enabling 20 communities to formalize their rights to sustainable forest use. In a couple of cases, however, management transfer was accompanied by agreements with timber merchants to sell on wood from managed woodlots. This relationship proved difficult to sustain, as the capacity of the communities to negotiate contracts and enforce contract terms was very limited and the timber merchants were not disposed to honor the contracts, resulting in serious damage to the forest areas and little benefit to the communities.

IV. PROJECT OUTPUTS

Project Outputs: Enter the project outputs from the Logical Framework for the project

Planned vs. Actual Performance

Indicator	Actual at Completion
Output 1: Transfer of implementation responsibility toward local communities around Zahamena PA to a newly established NGO completed.	
1.1- New NGO established in 2001 and assumed all supporting activities toward communities around Zahamena PA for involving them in conservation programs by 2002	Mateza was established in 2002, and continues to provide significant development and conservation assistance to the communities living around Zahamena National Park.
1.2- Scientific and technical skills of the new NGO (Mateza) are maintained to a high level through CI/CEPF support: Project cycle management system (PCM) Environmental impact evaluation Tree nursery and plantation Biological assessment	Mateza, as well as 8 other NGOs around Moramanga, have benefited from training in different themes such as Environmental Impact Assessment, Rural development techniques, Participatory Rural Appraisal, Project Cycle Management, etc.
Output 2: Local NGO's activities toward involving communities in corridor management supported	
2.1- Potential participated NGOs in corridors management identified in 2001	4 NGOs identified to support communities: JUMO; ACCE; FILANTSOA; ANJARAMASOANDRO .
2.2- Community development action plans in 12 communities/cooperatives through local NGOs support by 2002 established	Nine Participatory Rural Appraisals done in Didy commune: Ambodivolosy; Vohidrazana; Ambohijanahary; Amboarabe; Manakambahinikely; Antsevabe; Ambodimanga; Bedabo; Ambohimanjaka.
2.3- Management transfers to communities accompanied by secured land tenure implemented and operational	20 Forest Management Transfer agreements - in rural commune Didy with 3 local NGOs : MISI (Mamy Iraisana Soa lombonana) (2 sites) in Sahamboanonoka and Ampanto; Akon'ny Ala (2 sites) Nanatoana et Ankerana; Taratra (1 site) Ambodinanto-Antenimbe) et 1 local association called ASA or Anjara Soa ny Ala (2 sites) Sahamboanonoka-Sahamboalaza et

	<p>Sahanimiolana- Beanana</p> <ul style="list-style-type: none"> - 1 local association called FITAMI (one site) in rural commune Lakato, - 3 local associations LOVASOA (1 site), Marovitsika (1 site) Farizana (1 site) in rural commune Ambohibary, - 4 local associations (4 sites) in rural commune Fierenana - 1 local association Ambalakondro (1 site)
2.4-Community plantation supported by local NGOs in the Z-M corridor implemented	Tree Nurseries completed in 8 sites Plantation land delimited and training on tree plantation and collecting seeds for 7 sites with 3 participants per site.
Output 3: Management system installed and operational (administration and financial management, monitoring and reporting, logistical and technical support).	
3.1-Management system developed and operational in Tana.	<i>Monthly report on budget implementation</i> <i>Periodic activity report</i>
3.2-Management system installed in Moramanga	<i>Monthly report on budget implementation</i> <i>Periodic activity report</i>

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

The original target for new NGOs operating in the Mantadia-Zahamena corridor was 1. At the end of the project, there are 8 NGOs supported by a range of funders including CI conducting conservation and development activities. This is significantly more than the 1 that was proposed as an initial goal. In addition, we planned that during the life of the project, 3 management transfer contracts as GELOSE contracts would be signed, when at the end of project activities, there are 20 (3 GELOSE and 17 GCF contracts) active management transfer projects underway or signed.

The project has thus achieved more than was originally planned, and this has been as a result of an emerging awareness of the importance of local communities in the management of natural resources and their willingness to take on this responsibility.

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

The Management transfer agreements with communities did not include land tenure agreements, as this was considered to be too involved a process. While secure land tenure would undoubtedly have been a useful supplementary safeguard to the overall project goal, we feel that current national policy (emphasis on resource transfer rather than land tenure) fitted better with the activities of the project.

V. SAFEGUARD POLICY ASSESSMENTS

Provide a summary of the implementation of any required action toward the environmental and social safeguard policies within the project.

Not applicable

VI. LESSONS LEARNED FROM THE PROJECT

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.

The major lessons of this project are those linked to the success or failure of support to NGOs. Firstly, It is wise to diversify support to a range of organizations, as the success rate of each intervention is often not 100%, and several of the NGO partners we supported subsequently failed. Mateza, while overall a success, had several periods when it was close to failure.

Success of an organization is closely linked to the personnel, in particular the character of the lead individual. Ensuring that this person and their support staff get the appropriate help is crucial. It may not be easy for these people to express the support they really need, so sympathetic encouragement and engagement is necessary over a long period, in order that experience tells its own tale.

Organizations take a long time to mature to the point where they are self-sustaining. If the aim is to ensure that there are a range of capable and motivated organizations working for conservation in a particular area, support to their development must be framed in a medium or long-term context, otherwise the confidence of the individuals involved that their efforts will be rewarded will be compromised.

Other lessons from the CEPF project are linked to the field activities that the organizations concerned conducted, especially supporting management transfer of forest resources to local communities:

- management transfer is not necessarily a tool for conservation. It may be simply a legitimization of destructive activities such as intensive forest exploitation if the agreements for management transfer are not explicit enough.
- As with the creation of NGOs, supporting a community to complete a management transfer agreement is a long slow process. There are many potential sources of confusion between local communities and projects hoping to support them, and reducing confusion by ensuring that dialogue is open and continues over a long period is essential.

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

The project design included three integrated themes; support to creation of NGOs, support to developing their project management capacity, and support to a range of technical activities that enabled the NGOs to act relatively rapidly. The absence of the latter two elements would have seriously limited the impact of the project.

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

During the life of the project a number of other actors supporting the growth of local NGOs came onto the scene. It became obvious that while these other actors could have substantial supplementary impacts, the diversity of support to newly formed NGOs meant that there was some confusion over mandates and intervention areas. We aimed during project execution to maintain good relations with all other development and

conservation funders operating in the area in order that these funders did not compete with each other for the NGOs services.

VII. ADDITIONAL FUNDING

Provide details of any additional donors who supported this project and any funding secured for the project as a result of the CEPF grant or success of the project.

Donor	Type of Funding*	Amount	Notes
USAID/MIRAY project	B		
Moore	B		

***Additional funding should be reported using the following categories:**

- A** *Project co-financing (Other donors contribute to the direct costs of this CEPF project)*
- B** *Complementary funding (Other donors contribute to partner organizations that are working on a project linked with this CEPF project)*
- C** *Grantee and Partner leveraging (Other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF project.)*
- D** *Regional/Portfolio leveraging (Other donors make large investments in a region because of CEPF investment or successes related to this project.)*

Provide details of whether this project will continue in the future and if so, how any additional funding already secured or fundraising plans will help ensure its sustainability.

The motivation for this project was that it would provide the basis for developing a new NGO that would become independent and accomplish conservation activities with funding acquired from new partners. This has happened, and funding sources for the NGO are increasing as the NGO acquires more and more capacity.

VIII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

VIII. INFORMATION SHARING

CEPF aims to increase sharing of experiences, lessons learned and results among our grant recipients and the wider conservation and donor communities. One way we do this is by making the text of final project completion reports available on our Web site, www.cepf.net, and by marketing these reports in our newsletter and other communications. Please indicate whether you would agree to publicly sharing your final project report with others in this way.

Yes _____

No _____

If yes, please also complete the following:

For more information about this project, please contact:

Name: Haingo Rajaofara, Assistant Director Partners

Mailing address:

Tel:+261 20 22 60979

Fax:

E-mail: hrajoafara@conservation.org