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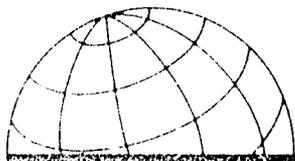
ASSOCIATION FOR THE MANAGEMENT OF PROTECTED AREAS  
INSTITUTIONAL CONTRACT

**THIRD QUARTERLY REPORT**  
July through September 1992



*Submitted by:*

Tropical Research & Development, Inc.



# **Association for the Management of Protected Areas**

**Institutional contract  
PDS-1406-I-00-0073-00**

**Third quarterly report:  
July - September 1992**

**By**

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**Submitted to United States Agency for International Development/Madagascar**

**by Tropical Research & Development, Inc.**

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**List of abbreviations**

AIC	ANGAP Institutional Contract
AID/AFR	Agency for International Development/Africa Bureau
ANAE	National Association for Environmental Action
ANGAP	National Association for the Management of Protected Areas
BPS	Biodiversity Planning Service
COP	Chief of Party
COS	SAVEM Comite d'Orientation
DEF	French acronym for Malagasy Department of Water and Forests
DSEP	French acronym for ANGAP Dept. of Monitoring, Evaluation and Planning
EP-1	First five-year environmental action plan segment
FMG	Malagasy francs
GDRM	Government of the Democratic Republic of Madagascar
GEF	Global Environmental Facility
GMU	Grants Management Unit
ICDP	Integrated Conservation and Development Project
KEPEM	Knowledge and Effective Policies for Environmental Management
MBG	Missouri Botanical Garden
M&E	Monitoring and Evaluation
MEF	Ministry of Waters and Forests
NEAP	National Environmental Action Plan
NFM	Natural Forest Management
NORAD	Norwegian Agency for Development Coordination
ONE	French acronym for National Office of the Environment
PA	Protected areas
SAVEM	Sustainable Approaches to Viable Environmental Management Project
TOR	Terms of Reference
TR&D	Tropical Research & Development, Inc.
UNESCO	United Nations Education, Scientific and Culture Organization
USAID	United States Agency for International Development
WWF	World Wildlife Fund

## **1. Status of the National Association for the Management of Protected Areas (ANGAP) Institutional Contract (AIC) at the beginning of the reporting period**

The following section describes the status of key activities in the AIC work plan at the close of the previous reporting period, June 30, 1992. Information is presented in a highly summarized format. For full details, please consult the second quarterly report.

### **1.1. Policy and planning activities relevant to fulfillment of ANGAP's institutional role**

#### **1.1.1. Transfer of responsibilities between ANGAP and the Malagasy Department of Waters and Forests (DEF)**

- Responsibility for collecting and managing protected area visitor fees was formally transferred from DEF to ANGAP on June 1. New tickets were designed, printed and distributed to Integrated Conservation and Development Projects (ICDPs), private businesses and some DEF offices before June 1.
- Guidelines for form and content of ICDP design documents were prepared by ANGAP.
- A participatory, one-week workshop on ways to improve and update procedures for creating, declassifying or changing the status of protected areas was sponsored by ANGAP for DEF and other Government of the Democratic Republic of Madagascar (GDRM) agency staff in Antsirabe in late April.
- Constraints hampering effective DEF/MEF-ANGAP relations were identified as follows:
  - the perception by some DEF/MEF officials that ANGAP growth could come only by sacrificing some of their authority;
  - lack of technical and financial support to DEF for creating new protected areas; and
  - a weak institutional structure for using such support.

#### **1.1.2. ANGAP institutional support**

- The method of disbursement of Norwegian Agency for Development Coordination (NORAD) funds to ANGAP to cover recurrent costs after United States Agency for International Development (USAID) support ended was uncertain. World Bank (WB) officers had proposed using the private banking system, but operational procedures were not yet defined.
- An approach to long-term planning for ANGAP was defined in a working paper prepared by the AIC chief of party (AIC/COP). Intended for use in an ANGAP brainstorming retreat in August, the working paper also was circulated by the National Office of the Environment (ONE) among all National Environmental Action Plan (NEAP) implementing agencies as a model planning approach.

## **1.2. Capacity for financial management**

- Needs for finance and accounting support were defined. Computers and supporting software were procured and shipped to Madagascar by Tropical Research & Development, Inc. (TR&D).
- ANGAP financial management needs were identified and described by a Price Waterhouse assessment.

## **1.3. Coordination of protected areas**

- Guidelines for ICDP design were completed.
- Guidelines for administrative and technical procedures for creation, declassification or change in official status of protected areas was in draft form following the Antirabe workshop.

## **1.4. Monitoring and evaluation (M&E)**

- The first M&E short-term technical mission was under way with the visit of Eric Brusberg.

## **1.5. Establishment of an education and communication network**

- The first ANGAP news bulletin, "Flash d'Information," was published and circulated.
- A national competition was conducted to choose a title, slogan and art work for the planned ANGAP review.
- Meetings of the "Association des Amis de l'Arbre," an informal association, were continuing on a regular basis.

## **1.6. Training**

- Bids to provide training in computer operation had been solicited from local suppliers; award was pending.
- Participation in the Nairobi pre-earth summit conference at the convention on biodiversity was sponsored by AIC for the ANGAP director general and the DEF director.

## **1.7. Short-term technical assistance**

- The first M&E consultancy was under way.
- The TOR for an ecotourism study based on protected areas had been finalized and a consultant identified for July start-up.

## **2. Key accomplishments during the reporting period**

In the third quarter of 1992, ANGAP accelerated development of its institutional capacity and is ready to assume a full range of responsibilities as defined by the NEAP and SAVEM programs. In some cases, these responsibilities go beyond those envisioned for the first three years of the agency's existence.

### **2.1. Policy and planning activities relevant to fulfilling the institutional role**

#### **2.1.1. Transfer of responsibilities between ANGAP and DEF**

##### **2.1.1.1. Roles of ANGAP and DEF in creating new protected areas**

Meetings were held with the DEF director to address problems relating to the World Bank NEAP Supervisory Mission's report (see sections 2.4.2 and 4.). Following the Mission's recommendation that GDRM authorize ANGAP to create 11 or more new protected areas if necessary, DEF's major concern was that ANGAP was seeking this mandate. ANGAP director general, Raymond Rakotonindrina, assured DEF that this was not ANGAP's intention.

##### **2.1.1.2. Protected areas entrance fees**

Two field trips were made to spot-check entrance fee tickets during July. The management advisor and the ANGAP accountant first visited Fort Dauphin. The ANGAP accountant then went to Tuléar while the director of administration and finance went to Ranomafana and Ihoisy. In a second mission, major tour operators and hoteliers were contacted, with mostly positive feedback. Problems included the following:

- Four tourists were charged to enter the De Haulme private reserve in Berenty but were reimbursed;
- Some sales were made for entry to protected areas where access is forbidden by law; and,
- DEF agents continued to sell entrance permits.

Sales of entrance permits by DEF agents was the most serious problem. An official of DSEP, the ANGAP Department of Monitoring, Evaluation and Planning, wrote the director of DEF to request his cooperation in ending illegal sales.

Areas for follow-up include the following:

- ANGAP should compile a series of information sheets concerning entrance fee policies for all national parks and reserves. These information sheets would be distributed not only to all tourists visiting ANGAP but also to travel agents, tour operators and hotels. These information sheets eventually would be replaced by individual park brochures for each of the protected areas visited. By the end of August, a brochure had been produced for Ranomafana.
- ANGAP should support the De Haulme and Port Authorities plan, which was proposed in 1990 to set up amenities for visitors to Cape Sainte Marie, the southernmost point of Madagascar.

In August, following ANGAP's findings, DEF again notified all its provincial agents that they no longer have a legal right to issue DEF entrance permits to protected areas.

Also in August, a software program to monitor sales and provide statistics for all entrance fees was written, tested and installed by Patryk Laurent, who is the son of Bert Laurent, the Grants Management Unit's (GMU's) COP. Since Patryk is only 14 years old, ANGAP is unable to remunerate him for this valuable contribution. However, the director general wrote a letter commending his work.

## **2.1.2. ANGAP institutional development: transfer of overhead expenses**

### **2.1.2.1. Transfer of ANGAP operating costs**

Further meetings were held with officials from ONE, the WB and the Government of the Democratic Republic of Madagascar (GRDM) treasury to assure the smooth transition in October 1992 of ANGAP's overhead expenses to NORAD through the Antananarivo World Bank office. Agreement was reached that funds will be directly managed by ANGAP, using an imprest accounting system. A float will be provided to an ANGAP banking account, which will be separate from the TR&D account. This account will be replenished as monthly accounts are approved by the World Bank. NORAD is funding only 90 percent of these expenses, with the Government's contribution covering the remaining 10 percent. As of the writing of this report, no 1992 GRDM funding has been provided. ANGAP was still attempting to get the treasury and DEF, which is responsible for disbursing NEAP counterpart funds, to release the funds. The treasury transferred 100 million FMG (Malagasy francs) to the ANGAP account on September 29 as the first NORAD payment (float). This transfer has assured that no lapse in ANGAP recurrent cost funding occurs as SAVEM/AIC (Sustainable Approaches to Viable Environmental Management Project/ANGAP institutional contract) funds are discontinued on September 30.

### **2.1.2.2. ANGAP retreat**

Six ANGAP professional staff members and the two TR&D advisors spent the week of August 24 in an intensive working retreat at the west coast town of Morondava. Main topics discussed during the retreat were as follows:

- Self-assessment of ANGAP and its institutional operation;
- The long-term vision of ANGAP's preferred role beyond the first environmental program (EP-1);
- Analyses of ANGAP mandates as defined in NEAP background documents;<sup>1</sup>
- Draft three-year work plan as requested by ONE that will take ANGAP through the end of EP-1; and

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<sup>1</sup> In each case where the wording of these mandates was poorly defined or even contradictory, the ANGAP team debated the issues and developed their own, common interpretation of what the mandates should be. These have been formally drafted and will be presented to all parties concerned (ONE, USAID, DEF/MEF, World Bank, Annual NEAP COS, etc) for their approval.

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- First draft of ANGAP's 1993 annual work plan.

This was the first time ANGAP had made such a concerted effort to clarify its mission, and all involved agreed that the experience was worthwhile.

### **2.1.2.3. ANGAP staffing**

In August, two new positions at ANGAP were announced, a training specialist and an administrative assistant. CVs were screened and candidates interviewed in early September. Two excellent candidates were selected and were to occupy their positions in October.

## **2.2. Capacity for financial management**

Computers and software arrived in-country in July. A local firm, Horizon Informatiques, was hired to install and train staff members. Training began on August 10. (See section 2.6.2).

Bids were finalized to procure computerized accounting systems compatible with needs of both ANGAP and GMU in July. Platinum accounting software was selected and a software package ordered for each agency. In August, the Mission approved the joint ANGAP/GMU decision to engage TR&D accounting specialist, Don Rudisuhle, to install the accounting software program and to train ANGAP/GMU staff. Because of the timing of the transfer of overhead expenses, it was decided that this short-term technical assistance should take place in the next quarter.

## **2.3. Coordination of protected areas**

World Bank Global Environmental Facility (GEF) funding to DEF for the Mantadia (Andasibe) National Park ICDP ended on June 30, threatening this project and the layoff of about 34 project employees. ANGAP requested the GMU to seek and to fund a qualified operator by way of Protected Area Development Grants. The GMU agreed, and a request for proposals was completed near the end of August. ANGAP convinced DEF to keep the 34 employees on its payroll using ANGAP's limited, operational budget for a period for three months. ANGAP has taken charge of operations for this project during this three-month interim period.

Although this additional responsibility is further taxing the already overworked staff of DSEP, Mantadia is a high-profile, critical protected area. A park was recently created but as yet is unopened. The park is a few kilometers from the small Indri Special Reserve, the most accessible, most visited, government-owned protected area in Madagascar. Although Mantadia also has a high potential for tourism development, a new graphite mine exists within park boundaries. This new graphite mine has been opened since the park was created about two and a half years ago. DEF has taken the mining company to court, and a court date was first set for early September. About 400 graphite miners work in and around the park, and some of their families are practicing slash-and-burn agriculture within park borders. Mine spoils are deposited directly into a stream. The court approved a request by the defense to adjourn until October. Needless to say, the situation is politically sensitive.

## **2.4. Monitoring and evaluation**

### **2.4.1. M&E study**

Dr. Eric Brusberg, TR&D's monitoring and evaluation specialist, completed his study and presented his final draft report for comments on July 17. Two debriefing sessions were held on July 21-22. The first was organized and chaired by ONE for all NEAP executing agencies, ICDP operators and other agencies involved in ICDPs. This briefing attracted over 20 participants. The briefing provided a useful opportunity to promote increased collaboration on monitoring and evaluation in many environmental activities in Madagascar.

The second briefing was held at the Mission and was attended by the SAVEM team, Spike Milligan, C.J. Rushin-Bell, Frank Martin, who is an economist and Tom Scialfa, PL 480. This debriefing provoked a lively discussion, especially on ANGAP's need to monitor both development and conservation indicators. A major recommendation by the Mission was that Dr. Brusberg further pursue initial discussions with Frank Martin concerning the means for measuring household income portfolios before workshops scheduled for the next quarter. The Mission signed off on Dr. Brusberg's final report on July 24.

### **2.4.2. World Bank NEAP supervisory mission**

At the beginning of July, ANGAP received the draft of the "Aide Memoire" of the World Bank Supervisory Mission. This report reviewed the progress/status of all NEAP implementing agencies during June. This review constituted a monitoring of NEAP implementation and an evaluation of the performance of each organization. The mission generally gave ANGAP high marks for organizational development and recruitment of staff. The mission also identified problems and recommendations, which are presented and discussed in Section 4.

## **2.5. Establishment of an education and communication network**

### **2.5.1. ANGAP publication**

The second and third news bulletins, Flash Information, were published and mailed to all interested parties. As of the writing of this report, no written feedback has been received about the bulletin, but verbal comments have been favorable.

### **2.5.2. The ANGAP review**

Consideration is presently being given to the idea of funding the ANGAP review through the AIC. In concept, ANGAP would be capitalized with sufficient funds to produce and distribute one or more copies of the review. Subsequent sales would then provide sufficient funds for additional editions, ending the requirement for any further support. At the time of report production, the final decision was pending on this idea.

## **2.6. Training**

### **2.6.1. Overseas training, conferences and study tours for ANGAP staff**

ANGAP's staff agronomist, Alphonse, returned July 26 from a one-month workshop on sustainable natural resource development and environmental management at the University of Tennessee at Knoxville. He was pleased with the training except that he found the computer applications to be simplistic.

ANGAP's director general, Raymond Rakotonindrina, returned August 5 from a one-month French language workshop on management of development projects and programs held at the University of Connecticut. He also was satisfied with the training and feels that this training would be especially appropriate for ICDP directors.

The monitoring, evaluation and planning director attended a month-long course in remote sensing in Toulouse, France, in September. Mr. Rasolofo expressed satisfaction with the training and brought back several state-of-the-art satellite images for ANGAP's use. ANGAP's documentalist departed September 10 to study management and techniques of library and documentary information in Douala, Cameroon, for five weeks. Plans were unsuccessful for the staff agronomist, Alphonse, to participate in a week-long seminar on the "Conservation of Biodiversity in Africa" in Nairobi, Kenya, August 30 through September 6.

### **2.6.2. Local and in-house training for ANGAP staff**

In July, all staff attending English language courses at the American Cultural Center passed their tests and were admitted to higher grades. A special English class continues for ANGAP upper management staff members unable to attend regular courses at the American Cultural Center (ACC).

As noted in Section 2.2, computer training commenced on August 10. Horizons Informatiques, a local firm, was awarded the contract to install new computers and to train the staff. The first training module, "Introduction to MS DOS," was completed with a certain amount of difficulty by the end of the month. The major problem in training was timing. Because of the workload of ANGAP personnel, attendance at all lessons was difficult to achieve. The problem eventually was resolved by scheduling five, one-hour sessions between 1:00 and 2:00 each day instead of three, two-hour sessions during normal working hours. Ten staff members completed this module.

### **2.6.3. In-house communications techniques seminar**

Peg Clement, SAVEM training advisor employed by GMU, organized and presented a seminar to the management staff of ANGAP/GMU on presentation and communication techniques. The seminar was held for three half-days. Senior ANGAP staff successfully used many of these techniques during the Morondava retreat (see Section 2.2.2.2).

## **2.7. The Biodiversity Planning Service (BPS)**

The USAID in-house SAVEM project committee reviewed the World Wildlife Fund (WWF)-led consortium's BPS proposal on July 22 and rejected the amended offer. In her July 24 memorandum on the status of SAVEM activities, Lisa Gaylord stated that the TR&D contract would be amended to include

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a long-term technical advisor for BPS. Further definition of this amendment's scope is pending completion of work of a team led by Agency for International Development/Africa Bureau's (AID/AFR's) Natural Resources Advisor, Tony Pryor.

This team, which visited Madagascar at the end of September, will assist the Mission in determining the scope of the various BPS components and respective contracting mechanisms.

### **3. Short-term contract technical assistance in support of the ANGAP institutional contract**

#### **3.1. Monitoring and evaluation study**

The M&E study by Dr. Eric Brusberg was completed in July as noted in Section 2.4.1. The report recommended that additional workshops be held regionally. In August, a decision was made to invite Dr. Brusberg to conduct the planned workshops in October. The terms of reference (TORS) for the workshop were prepared in September. Two five-day workshops were planned -- one in the north (Mahajanga) and the other in the south (Fianarantsoa). Approximately 15 participants, national directors and technical assistants, will be invited to each workshop. Timing for the TDY is as follows:

- October 5-10 3-4 days in Antananarivo with the USAID Mission
- October 12-17 Mahajanga workshop with the TR&D management advisor assisting
- October 21-26 Briefing in Antananarivo with ANGAP M&E and Mission
- October 26-31 Southern workshop with the TR&D COP assisting
- November 2-7 Final report and debriefings in Antananarivo

Formal Mission approval of the TORs and the timetable for Dr. Brusberg's October visit were pending as of September 30.

#### **3.2. Eco-tourism study**

The eco-tourism study was under way in July and was due to be completed in August. A mid-term briefing had been arranged at the Mission during the first week of August. BY the first week in August, the consultant, Joe Peters, had visited three parks and had set up surveys in each, as well as at Ranomafana, where he is based.

This study was suspended at the half-way stage pending approval of Mr. Peter's salary rate by the acting Mission executive officer. Mr. Peters was obligated to resume his on-going commitments to the Ranomafana project and was unable to complete his portion of the study until November. Important decisions concerning ANGAP's strategies on eco-tourism depended on this study. It was unfortunate that circumstances prevented its completion during this quarter.

#### **3.3. Biodiversity marketing study**

Following the World Bank Supervisory Mission's decision that ANGAP undertake the biodiversity study as approved by ONE, ANGAP prepared detailed TORs and invited ONE and DEF to a review meeting on August 31. ONE did not send a representative or written comments. Final modifications to the TORs were made by those present. Completed and approved TORs were forwarded to TR&D in September. Both a national and an expatriate consultant were to be hired for a period of two months. TR&D Gainesville began actively searching for a qualified expatriate candidate.

### **3.4. Colloquium on the problems of squatters in protected areas**

This colloquium is tentatively scheduled for March, with background case studies to be undertaken by local social scientists hired through AIC. TORs for the colloquium and for associated short-term assistance are near completion and soon will be submitted to ONE. ONE has agreed to fund an expatriate consultant to be the principal organizer for the colloquium using NEAP funds loaned by the World Bank.

#### 4. Analysis of constraints: Problems and recommendations

##### 4.1. World Bank Supervisory Mission's report

The World Bank Supervisory Mission identified the following problems that could adversely affect ANGAP's ability to fulfill its mandate over the long term (from page 4 of the World Bank "Aide Memoire" as translated into English):

- "Development activities are only concentrated around Priority 1 protected areas (of which there are 14). Resource degradation is proceeding so rapidly that many of the Priority 2 and 3 protected areas should probably be reclassified to Priority 1 or 2 respectively."

Comment: Development activities are concentrated around Priority 1 protected areas, as specified in the NEAP. The NEAP calls for full-blown ICDPs for Priority 1, localized development activities for Priority 2 and no development interventions for Priority 3. It may well be true that the status of some Priority 2 and 3 protected areas (PAs) should be upgraded as a function of increasing human pressures. At present, however, information necessary to reassess classification of the other 25 reserves is lacking. A major effort would be required to perform this assessment and should be a function of BPS. By using DEF information, the nature and geographical extent of pressures on each reserve that would be produced from such an assessment would be invaluable information for prioritizing where, when, and how to intervene on the ground. It should also be pointed out that for 1992, ANGAP is not authorized to coordinate activities in Priority 2 and 3 PAs.

- "The Post Appraisal Report calls for the creation of approximately 14 more protected areas by the DEF. The DEF lacks the human and financial resources necessary, and this goal will probably not be achieved in 1992."

Comment: As stated in the AIC second quarterly report, DEF lacks necessary resources. They have not even begun to create the new protected areas. However, to proceed precipitously would surely cause a disaster. Major errors were committed during creation of the last three protected areas because of pressure to move quickly. At Mananara, 360 families have tavy fields within the park. Ranamafana National Park was created with two villages within its borders. Mantadia National Park has tavy fields and an active graphite mine within its limits. Unresolved mineral/mining claims are being disputed in court.

- "ANGAP must define strategies for peripheral zone development. They should adopt a participatory approach involving the local populations, as has the National Association for Environmental Action (ANAE)."

Comment: Agreed. Establishment of clear linkages between development and protected area conservation is basic to a successful protected area program. The World Bank/USAID/WWF-sponsored assessment of 23 ICDPs in Latin America, Africa, Madagascar and Asia found no clear linkages between development and conservation for any of the 23 projects. (People and Parks, January 1992). ANGAP has begun a major effort to refine ICDP strategies. However, this refinement of ICDP strategies should not be a one-time task but should be a continuing process.

- "ANGAP has not yet developed a partnership with ANAE. ANGAP should benefit from their experience and approach for peripheral zone development."

Comment: ANAE has not worked in PA peripheral zones and has no experience in linking development with conservation. It will not be surprising, therefore, that ANGAP had had little contact with ANAE before the Supervisory Mission's visit. ANAE's reputed success with participatory planning is of clear interest to ANGAP; however, an initial meeting was held with the ANAE director general at which he presented ANAE's approach.

- "Not enough attention has been put on the studies necessary for protected areas and peripheral zone management, nor on decentralized strategies needed to associate the private sector and local populations."

Comment: It is agreed that ICDPs need to put much greater emphasis on income generating, private sector activities. ANGAP-sponsored studies are beginning that will improve protected area management and peripheral zone development. A recently completed monitoring and evaluation study stressed the need for all ICDPs to better define their objectives, strategies and management information systems. The ecotourism study presently under way will include recommendations for protected area management oriented toward tourism development. The biodiversity study should lead to peripheral/buffer zone management for sustainable production of plants and animals. GMU and ANGAP hope to collaborate on an assessment of the potential for village-based, natural forest management (NFM) in buffer and peripheral zones.

The Supervisory Mission also made the following recommendations (from page 5 of the "Aide Memoire.")

- "ANGAP should undertake intensive promotional efforts to identify qualified operators, in the short-term, for all 50 protected areas. Each protected area should have management plans for the protected area and its peripheral zone, prepared with the participation of the local population."

Comment: First, only 39 PAs exist, not 50. Second, this recommendation conflicts with the NEAP and the World Bank post appraisal report (PAR). Management plans for PAs and their peripheral zones implies an ICDP. The PAR only recommends ICDPs for the 14 Priority 1 protected areas. No peripheral zone development activities were deemed necessary for the Priority 3 PAs. The same Supervisory Mission criticizes ANGAP for not having adequately developed ICDP strategies on the existing 12 projects. Agreed. Let's be more confident about our approach before undertaking a dramatic marketing effort to expand activities.

- "Collaborate with ONE to find funding for the DEF to create an additional 14 protected areas."

Comment: Most donors are reluctant to fund DEF because of the department's record of project implementation success. The World Bank has been one of the main critics of DEF.

- "Develop a partnership with ANAE for peripheral zone development."

Comment: NEAP is already very heavily weighted toward protection of natural areas and biodiversity, toward plants and animals rather than people. ANAE is one of the few implementing organizations not working in protected areas. Environmental and erosion problems present in the rest of Madagascar are enormous and already far beyond ANAE's capacity to deal with them. We feel that it would be a dilution of effort and a strategic misstep to require ANAE to devote part of its limited resources to work in peripheral zones.

- "Define the criteria for intervention in peripheral zones with ANAE with emphasis on local participation."

Comment: ANAE has no experience linking development with conservation of protected areas. If ANAE is to intervene in PA peripheral zones, ANGAP's principal concern is that it be in a coordinated, coherent fashion that works toward PA conservation. ANGAP arranged an August meeting with the ANAE director general at which ANGAP proposed an ANGAP/ANAE partnership that we feel would guarantee this integration. As of the end of the third quarter, ANGAP was still awaiting a response from ANAE.

- "Define the incentives needed to associate local populations with park management."

Comment: It is agreed that this needs to be done. The ecotourism specialist is investigating aspects of this need. Local management of legally defined buffer zones, which are yet to be created, has a high potential for economic incentives for local involvement. However, it is not apparent that all local populations can always be associated with park management, and it is doubtful that this is the case even in developed countries.

- "Execute the studies on ecotourism and biodiversity approved with ONE."

Comment: Wording of this recommendation is ambiguous and does not resolve the nine-month continuing confusion between ONE and ANGAP as to who will conduct the biodiversity marketing study. If there was one single issue ANGAP felt needed attention by the Supervisory Mission, it was a resolution of this question. As previously noted, the ecotourism study is under way and half completed, and we plan to conduct the biodiversity study in the last quarter. ONE was invited but did not attend the meeting to finalize ANGAP's TOR for this study.

- "The Government must address the inefficiencies of the DEF, by authorizing, if necessary, ANGAP to create the protected areas."

Comment: Creation of new protected areas would be a large undertaking for which ANGAP has neither the human nor the financial resources necessary. AIC/ANGAP can provide assistance in the form of training and short-term technical assistance but cannot replace DEF in this role.

As mentioned earlier, and also in the second quarterly report, page 14, paragraph 44, "Funding and support needed for the creation of new protected areas", DEF lacks necessary resources to carry out its mandate for the first phase of NEAP. The AIC team is concerned that this constraint could not only seriously compromise the NEAP EP1 but also further exacerbate the

delicate relations between ANGAP and DEF. The team agrees that the Government should address problems relating to DEF. However, donors as well also should address problems associated with funding activities through DEF so that DEF can better carry out its mandate.

**5. Proposed activities for the fourth quarter 1992 -- October 1 through December 31**

- Conduct a second M&E consultancy with Dr. Brusberg in October or November. Conduct two workshops for directors, and technical advisors from all 12 ICDPs will participate.
- Complete eco-tourism study being done by Joe Peters.
- Recruit two consultants and conduct biodiversity marketing study.
- Recruit two Malagasy social scientists to conduct background studies on the problem of squatters in protected areas as background to next March's colloquium.
- Lead an ANGAP/GMU-sponsored one-day workshop on ICDP design for Antananarivo-based, ICDP implementing agencies.
- Prepare for, and participate in, annual EP1 SAVEM Comite d'Orientation (COS).
- Assist in technical redesign of the x-BPS as requested.

**Appendix:**

**Meetings held by TR&D/AIC staff during the third quarter of 1992**

- Sept 1 Met with Lisa Gezon, Ph.D. candidate in cultural anthropology planning to study traditional political systems and natural resources management (NRM) on south edge of the Ankarana PA
- Sept 4 Masoala COS meeting
- Initial meeting with Jan Karel Sorgedraeger, CARE Masoala CTP, for redesign phase and Remko Vonk at ANGAP/GMU
- Sept 7 Lunch with Patrick Daniels and Bienvenue Rajohnson of CI
- Visit from Vincenzo Paladino of Society Nosy Blue who wishes to help create one to three protected areas near Nosy Be
- Sept 8 Lunch with Paul Siegal, WWF Debt for Nature, to discuss potential collaboration with ANGAP
- Sept 9 Lunch with Nanot Vincellette, CI forester working on UNDP-funded forest class assessment
- Sept 10 Met with new controller, Frank Breen, and Lisa Gaylord at USAID to discuss outstanding budgetary and invoicing issues
- Lunch with Joanna Durban, Kent University grad student working at Andohahela
- Sept 11 ANGAP brainstorming with KEPEN natural resources endowment team, Paul Weatherby and Gene Gibson
- Sept 14-17 COP participated in ANGAP visit to United National Education, Scientific and Culture Organization (UNESCO) Mananara National Park ICDP
- Sept 21 ANGAP meeting with ANAE director general to discuss potential partnership for ANAE involvement in PA development activities
- Sept 23 Jean Bidel, ICGREF forestry professor, presented results of his spatial analysis and development proposals prepared as consultant for UNESCO Bemaraha ICDP
- First of several meetings with BPS redesign team members, Tony Pryor, Gray Tappan and Roy Beltz
- Visit from Diane Servis and Sarah Kenney from School for International Training in Brattleboro, Vermont, on suggested topics for study on urban environmental problems

**ANGAP Institutional Contract:**

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- Sept 24 Meeting at FTM with FTM DG and staff, BPS redesign team, Michel Dufils and Lisa Gaylord on BPS-FTM coordination
- Met with Michel Louys, owner of graphite mine in Mantadia National Park, on background to this situation
- Sept 25 Meeting at ANGAP with ONE, DEF and USAID on ANGAP's draft three-year plan and 1993 work plan; were congratulated by ONE representative on quality of these plans
- Sept 28 Visited by ATW marketing consultant, Thierry Rakotoarison
- Dinner with Pete Lowry of Missouri Botanical Garden (MBG)/Masoz'a
- Sept 29 Meeting with DEF forest inventory head and Tappan and Beltz of BPS redesign team