

KNOWLEDGE AND EFFECTIVE POLICIES
FOR ENVIRONMENTAL MANAGEMENT (KEPEM)

POLICY COMPONENT

Quarterly Report (October 1995-January 1996)

1995 Annual Report

1996 Annual Workplan

FORESTRY (DEF) COMPONENT

1995 Annual Report

ENVIRONMENTAL ENDOWMENT FUND (EEF) COMPONENT

1995 Annual Report

1996 Annual Workplan



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**KNOWLEDGE AND EFFECTIVE POLICIES FOR
ENVIRONMENTAL MANAGEMENT**



POLICY COMPONENT

- **QUARTERLY REPORT**
(October 1, 1995 - January 31, 1996)
- **ANNUAL REPORT 1995**
- **ANNUAL WORKPLAN 1996**

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- ACRONYMS -

AGEX	Executing Agencies
ANGAP	Association Nationale pour la Gestion des Aires Protégées
API	Assessment of Program Impact
ARD	Associates in Rural Development, Inc.
CNRE	Centre National de Recherche sur l'Environnement
COMODE	COnceil Malgache des Ong pour le DEveloppement
COP	Chief of Party
COS	Comité d'Orientation et de Suivi
DAI	Development Alternatives, Inc.
DD	Direction des Domaines
DEF	Direction des Eaux et Forêts
EA	Environmental Assessment
EAP	Environmental Action Plan
EIMS	Environmental Information Management System
EIS	Environmental Information System
ENRIC	Environment and Natural Resources Information Center
EP-1	Environmental Program-1 (the first 5-year plan for the EAP)
EP-2	Environmental Program-2 (the second five year plan for the EAP)
GOM	Government Of Madagascar
IC	Institutional Contractor
LT	Long-term
MECIE	Mise En Compatibilité des Investissements avec l'Environnement
NGO	Non-Government Organization

ONE	Office National de l'Environnement
ORSTOM	Office de Recherche Scientifique et Technique Outre Mer
STTA	Short-Term Technical Assistance
TA	Technical Assistance/Assistant
TOR	Terms of Reference
UNDP	United Nations Development Program
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development

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KEPEM PROJECT PURPOSES AND GOALS

The Government of Madagascar and USAID have developed the \$42 million *Knowledge and Effective Policies for Environmental Management* (KEPEM) program. The following description has been prepared by ENRIC (Page, 1994)¹. The KEPEM program is a five-year effort that provides \$33 million in non-project assistance to help service Madagascar's \$43.98 billion debt (1993) in exchange for improvements in environmental institutions, policy, and regulations and \$9 million in project assistance for technical assistance and training. KEPEM complements SAVEM and contributes to the national environmental plan process by focusing on the development of institutions, policies, and incentives affecting the long-term sustainability of natural resources management and by utilizing experience obtained from field research to identify appropriate policy reforms. The program is a first for USAID in the use of non-project assistance to support an overall framework to encourage sustainable natural resource management, including biodiversity conservation, and has provided USAID with a model for similar efforts.

EXPECTED RESULTS

Background

The purpose of the KEPEM Project is to create a policy and institutional framework of incentives and revenue generation and use to encourage sustainable natural resource management. It seeks to reinforce the Government of Madagascar's (GOM) Environmental Action Plan (EAP).

Key policy reforms to be supported in the program fall into three categories. These include strengthening the capacity of the Office National de l'Environnement (ONE) to develop and monitor environmental policy; generating natural resource revenue and pricing resources; and facilitating local-level natural resource management initiative and community involvement in controlling resource use.

The first category of reform entails identifying the agencies and individuals that will participate in developing policy with the environmental office and defining their roles in implementing and monitoring that policy; developing work-plans to evaluate the impacts of policy reform; and developing an environmental review process for investment projects (such as tourism, mining, and industry), beginning with environmentally sensitive areas.

The next category entails adjusting forest revenues and their systems of collection to reflect market prices better and replacement costs more accurately; increasing revenues to be returned to maintaining natural forests; developing management plans for natural forest under exploitation, and strengthening legal provisions for local people working to manage natural resources sustainably. The stumpage fees for pine and rosewood are to be adjusted to reflect market value and replacement cost more accurately. At a later date, the GOM will have published a comprehensive stumpage fee table reflecting appropriate valuation of the main categories of timber products. The GOM will institute an improved financial management system for 1) billing stumpage fees, 2) assessing the value to be assessed, 3) assuring collections, 4) controlling fee payments from the field to central revenue, and 5) transfer to the National Forestry Fund.

A third category is improving the legislative framework regarding the creation and operation of local-level organizations and non-governmental organizations and establishing a National Environment Endowment Fund. The rationale of an Endowment Fund is to provide continuous access to financial resources for a long-term effort in order to manage the natural resources of Madagascar which can ensure, in the face of changes in national policy, administrative and donor priorities. Under the management of a Malagasy foundation, the endowment fund will help foster the growth of a national philosophy on natural resources management. It will seek the participation of a wide representation from Madagascar's NGO community and local society to forge a broad-based consensus on the priorities and approaches for wise stewardship of the country's natural resources. The endowment is intended to increase the participation of NGOs in sustainable environmental management, to create innovative partnerships among NGOs - the private sector and government agencies - and to develop a permanent source of financing to which other interested donors can contribute for the purposes of environmental conservation.

The fund will be capitalized by the GOM, in the amount of \$12 million equivalent in FMG, as part of its 25% contribution to the KEPEM program. Decisions regarding the fund's investment, management and stewardship will be solely the responsibility of the Board of Directors. The expected result will be to have this new institution (the Environmental Foundation) operational and have all the necessary tools (a grantmaking program, grantmaking process, a resource-development policy, and public relations policy) required to operate efficiently in the environmental field.

Results to date

A policy dialogue, begun with the Government and non-governmental organizations during KEPEM's design phase, has continued during its implementation. The project funded a workshop for this purpose and is supporting draft legislation to strengthen nongovernmental actors in sustainable community development activities.

The ONE is fully staffed and functioning, legislation mandating environmental review processes for investment projects has now been approved, forest revenues have been adjusted for rosewood and pine (two major categories of exploited wood), a law has been passed which has permitted the establishment of the National Environmental Endowment Fund, and final drafting of NGO legislation is underway. At this time, it seems likely that the KEPEM Project will become progressively less involved in this final issue. Regional consultations are planned to discuss all of the aspects and implications the law would have on NGO's. However, USAID/Madagascar has yet to select a company or agency to conduct these fora.

ARD's responsibilities

ARD is responsible for implementing three major components:

- a. Institutional support to EAP implementation, notably through reinforcement of the capacity of ONE for environmental policy formulation and monitoring;
- b. Forestry Resource Pricing and Natural Forest Management;
- c. Development of a National Environmental Endowment Fund.

The technical assistance provided under this contract is aimed at helping the GOM, in a timely manner, to meet performance criteria (policy reforms) specified under the KEPEM program, as well as specific outputs that are regarded as important steps to achieving the program's purpose.

Support to EAP Implementation (ONE): 64 months of long-term technical assistance.
Forest-Based Revenues: 42 months of technical assistance, which may not run concurrently.

Environmental Endowment Fund: 36 months of long-term and 12 months of short-term technical assistance.

A further 30 months of short-term technical assistance is planned in the same general areas as the technical assistance described above.

In addition to assisting the ONE, the ARD Team are working with the other executing agencies of the EAP, notably the DEF for forestry-related activities, key GOM ministries such as the Ministry of Finance, and the Ministry of Budget and Plan, environmental NGOs (such as the umbrella NGO, COMODE) and private sector operators, particularly for forest management concerns.

Specific objectives of the KEPEM Project and tasks to be undertaken during the second twelve months of the project (February 1st 1995 to January 31st 1996) are detailed in the Second Annual Workplan (KEPEM Project document #10).

The present document summarizes the progress made toward achieving these objectives and outputs.

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**KEPEM POLICY COMPONENT
QUARTERLY REPORT (October 1, 1995 - January 31, 1996)
AND
ANNUAL REPORT 1995**

A. CURRENT CORE ACTIVITIES and PERFORMANCE

A: Institutional capacity development for environmental policy

OBJECTIVE 1: **Develop the institutional capacity of the ONE to formulate, analyze and monitor the implementation of environmental policies.**

Task 1:

- 1-3: *Help ONE develop and present a short-term technical assistance plan which details the KEPEM Project's needs for strengthening ONE's ability to formulate global and sectoral environmental policies.*

The plan was developed in Antsirabe during a planning workshop with ONE in February 95 and is being executed. A more detailed STTA plan was prepared during September 95 as requested by the USAID Mission.

- 1-4: *Organize a series of collaborative planning meetings including round-table discussions with other donor groups and GOM agencies which participate in the execution of the EAP in the areas of environmental policy formulation and implementation.*

A series of round table discussions with executing agencies, government institutions, donor community and technical assistance projects have taken place under ONE coordination to help these parties implement the 1994 COS recommendations, primarily the EP-2 planning.

Task 2:

- 2-1: *Assist the ONE in updating the proposed KEPEM index on training facilities, programs/curricula, and other resources, both within Madagascar and overseas, pertaining to data acquisition and management, and related subjects relevant to environmental policy in Madagascar (ecotourism, remote sensing, etc).*

The ONE Department of Program and Operations has created and updated its data base on environmental policy related resources including training facilities, programs, organizations, policies, impact indicators, and documentation. The data base was tested at the end of April 95 and became efficiently operational in September 95 .

- 2-2: *Help ONE establish and keep contact with universities and other training establishments, and organizations offering support and/or funding for education and training.*

A detailed training plan was developed with KEPEM expertise and was approved by the ONE and DEF. This training plan included universities and other training institutions within Madagascar and overseas. As of June 1995 ONE is now on the mailing lists of these national and international institutions.

OBJECTIVE 2: Reinforce ONE's capability to develop its human and information resources required to formulate, analyze and implement environmental policy.

Task 1:

1-2: *Help ONE plan and organize a national workshop on information management policy and strategy and the development of related analytical capabilities within the organization and other groups involved in the execution of the EAP.*

A national strategy for EIS was defined and validated through a national workshop. The report has been forwarded to all participants. This workshop laid foundation and basic rules for a national strategy on communications and public awareness.

OBJECTIVE 3: Formulate environmental and sectoral policies.

Task 1:

1-2: *Assist the ONE staff organize, coordinate, and supervise national seminars to review, discuss, and analyze environmental report studies for global and sectoral policy formulation and implementation*

COP/Environmental Policy Analyst assisted the ONE in the formulation of 7 global and sectoral policies, exceeding expectations for 1995 and for life of the project planned outputs. The COP technical input for each policy included the preparation of terms of reference, the supervision and environmental analysis of report studies, the formulation of the proposed policies, and the organization and coordination of the STTA and the supervision and management of national workshops for policy modification, readjustment and validation. The global policies are: Decentralization of Natural Resources Management, National Communication and Public Awareness Strategy, and MECIE. Sectoral Policies include Tourism, Industry, Energy, and Forestry.

Task 2:

Assist the ONE in coordinating the development, negotiation, and execution of donor projects and programs relevant to environmental policy, especially the EP-2.

COP/Environmental Policy Analyst assisted the ONE in coordinating the development of the second environmental program (EP-2) through a series of specialized workshops and round table discussions which included the donor community and national agencies. Addition assistance provided by the COP helped the ONE to receive, organize and coordinate a World Bank headed Multidonor Multidisciplinary mission to evaluate EP-2 plans (16 technical documents). The final draft of the EP-2 plans was ready at the end of Oct.95. The COS 95 praised The GOM for taking the lead and being on the driver seat with great success.

Task 3:

3-1: *Help the ONE to undertake a complete diagnosis of environmental policies proscribed by international conventions, and to propose a series of recommendations to the GOM regarding the implementation of such policies. Organize a workshop to validate the*

Terms of reference for a complete and detailed study of 21 international conventions were prepared in collaboration with ONE Department of Policy. A multi-national multi-disciplinary team of STTA was hired to perform the study and produce for the first time in Madagascar a manual on international conventions. This manual will be used as a decision-making tool by the GOM for the implementation of an effective and sustainable environmental policy. Successful national workshop took place in Tulear Jan. 22-26, 1996. More than 60 professionals representing 32 national and international organizations were actively involved.

The final reports and manual will be ready for distribution by the end of March, 1996.

Task 4:

Assist the ONE in creating synergy among donors technical assistance and AGEX management staff implementing programs and action plans regarding the formulation and execution of environmental policies.

A draft plan was prepared by the ONE (Department of Policy) to create a computerized catalogs and data bank covering EAP implementation in Madagascar. This will be part of the EIS system which is being currently under improvement at the ONE.

OBJECTIVE 4: Develop an ecologically sustainable investment code for Madagascar.

Task 1:

Assist the ONE undertake an analysis of investment codes and current preferential systems (free-trade zones, special economic zones, etc) in order to incorporate environmental measures in sectoral policies in liaison with the MECIE, and have those measures adopted by the GOM.

A team of STTA was hired at the end of October, 1995 to study and analyze all investment related texts including the investment code, *the regime des zones franches, des zones d'exception, de droit commun et de Guichet Unique*. The final report represents all needed modifications and recommendations to introduce the environmental dimension into the country investment policies.

Task 2:

Assist the ONE organize a national workshop on the validation of the amendments to the existing code and preferential systems. Undertake a collection, analysis and synthesis of existing codes in Madagascar and overseas.

A very successful workshop took place in Nosy-Be November 12-17, 1995. It was an excellent opportunity to examine one site and propose a the formulation of a pilot plan to save this endangered beautiful island. The ONE will use this regional plan as a model in 1996 to help the GOM to implement its regional development policy.

OBJECTIVE 6: Establish a permanent system for monitoring and evaluation of the impact of policies pertaining to the implementation of the EAP.

On schedule and will continue during 1996.

B: Institutional capacity development for environmental review

Nine outputs for this sub-component were identified in the 1995 KEPEM Annual Workplan for the period October 1st 1995 to January 31st 1996. These are as follows:

OBJECTIVE 1: Develop the institutional capacity of the ONE to formulate and implement environmental reviews.

Task 1: *Help ONE specialists undertake a needs assessment to identify training/staffing requirements within ONE, Government of Madagascar (GOM) Ministries, and other agencies involved in the execution of the EAP, especially regarding environmental review.*

A provisional plan was presented in *Life of project training and short-term technical assistance plan/budget* (KEPEM document #28 - October 1995). 1996 STTA needs will be finalized following completion of the KEPEM/ONE Annual Work-plan in early February 1996.

OBJECTIVE 3: Establish environmental review procedures, including environmental assessments, impact studies and audits

Task 3: *Assist the ONE to undertake formal, participatory review of environmental protocols established by the MECIE.*

A KEPEM-financed study on the requirements for prompt implementation of the provisions of the MECIE has been completed. The findings will be presented and discussed at a national seminar/work-shop scheduled for February 1996.

Task 4: *Provide advice and assistance to help ONE organize a series of meetings, workshops, and national seminars with the EAP executing agencies, and other concerned parties, to disseminate information on the implementation of environmental review policies, standards, and compliance issues.*

The provisions of the MECIE have presented to all of the organizations implicated in environmental assessment in Madagascar at both the EA workshop in Tamatave in September 1995 (KEPEM document # 30) and the national workshop on an environmentally-sound investment code for Madagascar held in Nosy-be in November. In addition, as part of the ONE/DIED Project and in collaboration with KEPEM, UNIDO has sponsored two studies and national workshops: 1) environmental standards for industry; and 2) impact assessments for industrial projects. These efforts will continue in 1996 with KEPEM's workshop on MECIE implementation.

Task 5: *Assist the ONE to monitor and finalize inventory studies of environmental standards.*

Industrial sector environmental standards have been the subject of a UNIDO-funded study as part of the ONE/DIED project. The request for proposals to undertake a World Bank-funded study aimed at defining Madagascar's immediate needs in the area of environmental standards has recently been approved (see above)

Task 6: *A) Consult with relevant agencies and organizations (for example donors, ANGAP and operators such as VITA, WWF, CARE, etc) to define priority areas and evaluate the need for supplementary information on the location and status of these areas.*

Underway. Terms of reference have been prepared for a series of studies on sensitive habitats. Work will begin once technical approval has been received from USAID/NRO.

B) Assist the ONE to elaborate guidelines for environmental reviews in those sensitive areas.

Underway. Terms of reference have been prepared for a series of studies on sensitive habitats. Work will begin once technical approval has been received from USAID/NRO.

OBJECTIVE 5: Establish a permanent system for monitoring and evaluation of the impact of policies pertaining to the environmental review process.

Task 1: *A) Assist the ONE in monitoring and evaluating the implementation and impact of environmental review procedures for investment projects.*

Delayed. Potential performance and impact indicators have been identified (KEPEM documents # 14 *KEPEM monitoring and evaluation plan* and # 15 *Rapport final sur l'établissement d'indicateurs de performance de l'ONE*). A formal monitoring plan will be developed in collaboration with the ONE during 1996.

B) Assist the ONE to develop indicators to measure the impact of policies on the environment and on the people of Madagascar.

Environmental impact indicators have been identified by the ONE. Environmental baseline data is provided in the *Etat de l'Environnement* (1994) prepared by ONE/INSTAT with KEPEM support. The Guichet Unique is responsible for collection of data pertaining to all investment projects. Data on numbers and types of projects (both proposed and accepted), their value and potential employment they will generate are available for 1994 and 1995 in the support documents for the KEPEM-organized workshop on Madagascar's Investment Code held in Nosy-be in November 1995. This represents essential base-line data for future monitoring of the impact of EA legislation on investment trends and related employment levels.

B. STATEMENT OF WORK

Key achievements

A. Legislation & MECIE

During the past year, the Government of Madagascar approved a decree (the MECIE - *Mise en Compatibilité des Investissements avec l'Environnement* - decree 95-377) which obligates investors to undertake environmental impact studies when the nature of the investment or its location may have a negative impact on the environment. This meets a KEPEM tranche II conditionality. Upon GOM approval of the decree, KEPEM organized a week-long training course on environmental assessment with particular reference to the provisions of the MECIE. The audience comprised members of GOM Ministries and EAP executing agencies who will be charged with reviewing the impact studies undertaken by potential investors. These individuals will form the core staff of several environmental units (*cellules environnementales*) which are being created in key ministries. KEPEM/ONE also participated in the 1995 annual meeting of the International Association of Impact Assessors ("Involving people in the management of change toward a sustainable future") held in Durban, South Africa. In addition, KEPEM also helped organize intensive EA training in the UK for a CNRE staff member (UNIDO-financed).

KEPEM has financed a study which identifies key requirements for the smooth implementation of the MECIE legislation. This has necessitated a survey of existing environmental legislation and the elaboration of propositions for bringing the various legislative texts into conformity. The results of this study will be presented at a national seminar in late February or early March. At this time, the MECIE decree has not been published in the *Journal Officiel* of Madagascar. Until it is published, potential investors are not obliged to abide by its provisions. The aforementioned study should accelerate this process. Despite this, the ONE has approved two impact studies during the past year and is in the process of reviewing two others, one of which was submitted subsequent to GOM approval of the MECIE.

KEPEM has also helped ONE develop terms of reference for several studies which will further facilitate the implementation of MECIE legislation. These include:

- the elaboration of a guide for investors which will explain the provisions of the MECIE in plain language; and
- the identification of key requirements in the area of environmental standards, monitoring, and quality control.

Over the next few months, KEPEM will assist the ONE develop procedures for monitoring GOM performance in the area of environmental review, and also the impact of EA legislation on investment, the natural environment, and natural resource users. KEPEM has also assisted the ONE in collaboration with the French Cooperation in the formulation of a global policy for local community management of renewable natural resources. A legal framework was prepared and the final draft law is being reviewed by the Government.

B. Organizational structure

As of late August 1995 the ONE has been attached to the Ministère de l'Agriculture, de l'Élevage, et des Eaux et Forêts and the Ministry of the Environment has ceased to exist having been incorporated within the new ministry. A Commissariat Général pour l'Environnement has

roles and responsibilities of various agencies and departments, the change is widely perceived to strengthen the position of the ONE within the country. There has been progress toward the creation of an Inter-ministerial Committee for the Environment (CIM) - a body which was proposed in the *Charte de l'Environnement* (Loi 90-033) but which to date has never existed. This committee will be under the direct supervision of the Prime Minister's office and will, therefore, have both the voice and ear of the highest decision-makers in Madagascar.

In addition to this, a decree creating a Conseil National pour l'Environnement (CNE) has also been prepared. This is another body whose creation was recommended in the *Charte de l'Environnement*. This body will be attached to the President's Office and is charged with elaborating and monitoring all environmental strategies in Madagascar which pertain to the country's overall development strategy and will send these directives to the CIM for execution.

The creation of these two government bodies represents the realization of the key institutional recommendations of Madagascar's environmental charter. Their positioning at the highest levels of the Malagasy government affirms the government's commitment to the implementation of rigorous and far-reaching environmental policies in Madagascar. The realization of these goals has been primarily the result of the Office National de l'Environnement's efforts which have been successful owing to greater empowerment of the organization and its vastly improved public image. These attributes provide unequivocal testimony to the success of the KEPEM project's endeavors to build the institutional capacity of the ONE.

C. Sectoral and global policies formulation

During the past year, the ONE has completed three sectoral environmental policy studies and three global policies. The sectoral policies are tourism, industry, and energy. Global policies include local community management of natural resources, feux de brousse and natural and technological disasters prevention. These define environmentally sustainable development policies and provide detailed recommendations on procedures for implementing the policies. They represent the first environmentally sustainably sectoral and global policies to be developed in Madagascar as part of the country's Environmental Action Plan and, as such, provide models for other global and sectoral environmental policies which are forthcoming or will be launched over the next few years.

It is worth noting that the proposals carefully integrate the Environmental Assessment procedures outlined in the MECIE into the policies. This approach is one of the central themes of the KEPEM Project and lies at the heart of USAID/Madagascar's objective to reduce natural resource depletion in the country while at the same time promote broad-based, market-led sustainable economic growth. In addition, each policy includes technical, financial, institutional and legal framework for effective implementation.

In this spirit, the policy studies aim to ameliorate the potential detrimental impacts of the tourism, industry, and energy sectors on the environment by integrating sectoral policy with natural resource management policy. This approach will extend to other sectoral policy development. The current work schedule for the ONE calls for elaboration of sectoral environmental policies for roads, fisheries and aquaculture, and mines during 1996.

During the final quarter of the reporting period, the KEPEM Policy component organized and financed two very successful workshops on: 1) an environmentally-sound investment code for Madagascar (Nosy-Be); and 2) international environmental conventions (Toliary). The importance of sound rigorous FA procedures was addressed at both of these workshops. Two groups of

document will include a series of recommendations and incentives for an environmentally friendly investment code and policy for Madagascar. The second document will be a manual on international and regional conventions related to the environment, and will help the GOM decision-makers in the process of ratification and implementation of these conventions.

The KEPEM Advisors also collaborated on two UNIDO-funded studies which were undertaken in conjunction with the ONE/DIED project (Developpement Industriel Ecologiquement Durable): 1) *Procédures et directives techniques pour les Etudes d'Impact sur l'Environnement (EIE) dans le secteur industriel*; and 2) *L'établissement d'un système légal en matière de pollution industrielle à Madagascar*. These two studies are the first in Madagascar to address key issues pertaining to implementation of EA legislation. Both studies concluded that additional regulatory measures are essential before the provisions of the MECIE can be efficiently implemented. At this time, bureaucratic responsibilities are ill-defined, environmental standards are non-existent in many sectors, and permitting and monitoring procedures are unclear. The KEPEM Project is addressing some of these problems, but much remains to be done; close collaboration with other donor organizations must continue.

D. Knowledge Transfer

The KEPEM Policy Component helped develop criteria for periodic evaluation of the status and impact of knowledge transfer, institutional capacity building and ONE's performance in formulating and implementing environmental policies. (KEPEM Reports # 15, 19 a-b).

A communication and public participation strategy and coordination procedures manual for EAP management were developed and largely distributed. More than 1,000 Malagasy professionals participated in planning, executing and monitoring the results of 20 workshops and seminars related to environmental policy formulation and impact studies.

The KEPEM Project documentation center has continued to augment its information resources. A cataloging system has been implemented and bibliographic information is regularly disseminated to partners.

E. EP-2 Evaluation

The KEPEM policy component was actively involved in the design and final presentation of the second five-year phase of Madagascar's EAP (EP-2). This was completed during the initial review by donor organizations; the final evaluation will continue starting February 1996. KEPEM will continue to assist the ONE in responding to donors' recommendations, including the preparation of institutional audits, legal texts and strategic studies. The EP-2 program will be signed in May 1996, and will begin January 1997.

Despite the delay in the Government of Madagascar's approval of the MECIE decree and continued uncertainty related to the precise relationship between the ONE and the new Commissariat Général pour l'Environnement, progress toward meeting KEPEM objectives has been in advance of expectations. While in certain areas there have been delays in meeting projected targets, it is anticipated that these will be met in the coming months. No significant rescheduling of activities, outputs or deliverables as specified in the 1995 annual work-plan is required.

The KEPEM Component I workplan for the period February 1, 1996 to January 31, 1997 has been elaborated in conjunction with that of the ONE. The details pertaining to KEPEM Component I will be presented in the 1996 KEPEM Annual Workplan.

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C. PROGRESS TOWARD ACHIEVING PROJECTIZED GOALS FOR 1995

Institutional capacity development for environmental policy.

Dr. Adly Hassanein, Environmental Policy Analyst

OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
<p><u>Objective 1 :</u></p> <p>Develop the institutional capacity of the ONE to formulate, analyze and monitor the implementation of environmental policies.</p>	<p><u>Task 1 :</u></p> <p>1.1 - Help the ONE coordinate all environmental policy related activities of agencies executing the EAP including institutions participating in biodiversity conservation, natural resources management and environmental protection.</p> <p>- Help ONE to provide assistance to AGEX to adjust their programs to new policies and strategy, to guide operating agencies in legal reforms.</p>	<p>Performance indicators established by ONE during proposed teambuilding workshop.</p> <p>End of March 1995</p>	<p>A successful teambuilding workshop took place in Foulpointe March, 18-21 and produced the following results:</p> <p>a) A stronger and motivated ONE team; b) An excellent performance indicators document prepared and approved by all the participants.</p> <p>Based on these performance indicators the ONE should be able to provide a better assistance to the AGEX.</p>
	<p>1.2 - Assist the ONE to develop a strategy and a long term institutional development plan through a study and a workshop on strategic planning and organizational strengthening</p>	<p>Institutional strategy and development plan for the ONE.</p> <p>June 1995 after the workshop (22-24 May)</p>	<p>Study was completed and the workshop took place in Morondava (June 12-17). All ONE staff attended. KEPEM advisors helped ONE to develop their own strategic plan.</p>

OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	<p>1.3 - Help the ONE to develop and present a short-term technical assistance plan which details the KEPEM Project's needs for strengthening ONE's ability to formulate global and sectoral environmental policies.</p>	<p>- Validation and implementation of the 1995 STTA plan. End of February 1995 - Elaboration of STTA plan for 1996. December 1995</p>	<p>The plan was developed in Antsirabe during a planning workshop with ONE in February 95 and is being executed. A more detailed STTA plan was prepared during September 95 as requested by USAID.</p>
	<p>1.4 - Organize a series of collaborative planning meetings including round-table discussion with other donor groups and GOM agencies which participate in the execution of the EAP in the areas of environmental policy formulation and implementation</p>	<p>Report on the implementation status of the 1994 COS recommendations. December 1995, preferably before the COS 1995</p>	<p>A series of round table discussions with executing agencies, government institutions, donor community and technical assistance projects have taken place under ONE coordination to help these parties implement the 1994 COS recommendations, primarily the EP-2 planning.</p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	<p>Task 2 :</p> <p>2.1 - Assist the ONE in updating the proposed KEPEM index on training facilities, programs/curricula, and other resources, both within Madagascar and overseas, pertaining to data acquisition and management, and related subjects relevant to environmental policy in Madagascar (ecotourism, remote, sensing,...)</p>	<p>Data base on environmental policy-related resources.</p> <p>- Data base ready to be tested: April 1995.</p> <p>- Operational date: September 1995.</p>	<p>The ONE Department of Program and Operations has created and updated its data base on environmental policy related resources including training facilities, programs, organizations, policies, impact indicators, and documentation. The data base was tested end of April 95 and it became efficiently operational in September 95 .</p>
	<p>2.2 - Help ONE establish and keep contact with universities and other training establishments, and organizations offering support and/or funding for education and training.</p>	<p>Contact with universities and training resources established.</p> <p>June 1995.</p>	<p>A detailed training plan was developed with KEPEM expertise and was approved by the ONE and DEF. This training plan included universities and other training institutions within Madagascar and overseas. As of June 1995 ONE is now on the mailing lists of these national and international institutions.</p>

OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
<p><u>OBJECTIVE 2 :</u></p> <p>Reinforce ONE's capability to develop its human and information resources required to formulate, analyze and implement environmental policy.</p>	<p><u>Task 1 :</u></p> <p>1.1 - Help ONE to develop the information gathering expertise and tools, as well as the analytical capabilities, to convince the other partners involved in the execution of the EAP that policy changes and adjustments are reasonable, fair, and appropriate.</p>	<p>Environmental information system (EIS).</p> <p>- EIS established and tested : March 1995.</p> <p>- EIS operational : September 1995</p>	<p>The EIS was developed by the ONE and is being improved to include all recommendations made at the EIS workshop (Hilton May 29-31). To enhance ONE analytical capabilities the KEPEM COP/Policy Analyst developed a step wise approach to unpacking environmental analytical reports. In addition, an organizational internal control and management system manual was produced by the COP to help the ONE improve its institutional capacity.</p>
	<p>1.2 - Help ONE plan and organize a national workshop on information management policy and strategy and the development of related analytical capabilities within the organization and other groups involved in the execution of the EAP.</p>	<p>Proposed national strategy and policy for environmental information management system (EIMS) workshop 3-4 May.</p> <p>June after the EIMS workshop 3-4 May 1995.</p>	<p>A national strategy for EIS was defined and validated through a national workshop (Hilton May 29-31, 1995). The workshop report was forwarded to all participants. This workshop laid foundation and basic rules for a national strategy on communications and public awareness.</p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	<p>Task 2 : - Assist the ONE to compile inventories of environmental data pertaining to Madagascar (publications, reports, maps, unpublished documents, etc...).</p> <p>- Assist the ONE to conduct literature searches; acquire catalogs of archival material; review holdings of local libraries and resource centers (GOM Ministries, donor organizations, NGO's, universities, etc,...).</p>	<p>Documentation center operational and efficient.</p> <p>July 1995.</p>	<p>The ONE documentation center has been created and is being enhanced by KEPEM technical assistance team in the areas of literature research, materials acquisition, and cataloguing. This center is fully operational and has functioned efficiently since the end of September 1995.</p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
<p><u>OBJECTIVE 3 :</u></p> <p>Formulate environmental and sectoral policies.</p>	<p><u>Task 1 :</u></p> <p>1.1 - Help the ONE and other GOM agencies and donors to define and shape the roles and responsibilities, strategies, and protocol for environmental policy development, policy modifications and readjustments.</p>	<p>Implementation plan for establishing and monitoring the COS 1994 resolutions.</p> <p>February 1995.</p>	<p>A plan was prepared in Feb/Mar 1995 by the ONE focusing on defining the roles and responsibilities of all executing agencies and government ministries with regard to environmental policy development, implementation and monitoring. An emphasis was placed on COS 1994 resolutions regarding the national strategy on public awareness information training and education, in addition to the organizational structure for the preparation of EP-2.</p>

OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	<p>1.2 - Assist the ONE staff organize, coordinate, and supervise national seminars to review, discuss, and analyze environmental report studies for global and sectoral policy formulation and implementation.</p>	<p>At least five global and or sectoral policies formulated and proposed.</p> <p>End of December 1995,</p>	<p>COP/Environmental Policy Analyst assisted the ONE in the formulation of 7 global and sectoral policies, a number which exceeded expectations for 1995 and for life of project planned outputs. The COP technical input for each policy included preparation of terms of reference, supervision and environmental analysis of report studies, formulation of the proposed policies, organization and coordination of the STTA, and supervision and management of national workshops for policy modification, readjustment and validation. The global policies are: Decentralization of Natural Resources Management, National Communication and Public Awareness Strategy, and MECIE. Sectoral Policies include Tourism, Industry, Energy, and Forestry.</p>
	<p>Task 2 : Assist the ONE in coordinating the development, negotiation, and execution of donor projects and programs relevant to environmental policy especially the EP-2</p>	<p>Final draft of the second environmental program (EP-2).</p> <p>September 1995.</p>	<p>COP/Environmental Policy Analyst assisted the ONE in coordinating the development of the second environmental program (EP-2) through a series of specialized workshops and round table discussions which included the donor community and national agencies. In addition the COP helped the ONE to receive, organize and coordinate a World Bank headed Multidonor Multidisciplinary mission to evaluate EP-2 plans (16 technical documents). The final draft of the EP-2 plans was ready at the end of Oct 95. The COS 95 praised the GOM for taking the lead and being on the driver seat with great success.</p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	<p>Task 3 : 3.1 - Help the ONE to undertake a complete diagnosis of environmental policies proscribed by international conventions, and to propose a series of recommendations to the GOM regarding the implementation of such policies.</p> <p>- Organize a workshop to validate the diagnosis and the recommendations.</p>	<p>Diagnosis and recommendations to the GOM presented by ONE during a national workshop.</p> <p>- Workshop: January 22-26, 1996</p>	<p>Terms of reference for a complete and detailed study of 21 international conventions were prepared in collaboration with ONE Department of Policy. A multi-national multi-disciplinary team of STTA was hired to perform the study and produce for the first time in Madagascar a manual on international conventions. This manual will be used as a decision making tool by the GOM for the implementation of an effective and sustainable environmental policy.</p> <p>A successful national workshop took place in Tuléar on Jan 22-26, 1996. More than 60 professionals representing 32 national and international organizations were actively involved. The final reports and manual will be ready for distribution by the end of March 1996.</p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	<p>3.2 - Assist the ONE complete the survey of the institutional topography of the EAP, identifying additional key GOM partners such as organs of provincial and local government, as well as international NGOs working on conservation, and the private sector. This will be done and completed during a study and a national workshop on the elaboration of a coordination procedures manual for environmental management before the EP-2 implementation.</p>	<p>Coordination procedures manual for environmental policy management in Madagascar.</p> <p>- Coordination workshop: April 26-28 1995</p> <p>- Coordination procedures manual : September 1995.</p>	<p>A multidisciplinary team of short term consultants was hired to assist the ONE complete the institutional topography of the EAP and to elaborate a coordination procedures manual for environmental management in Madagascar. KEPEM & ONE planned, organized and supervised a national workshop in Antsirabe on the Coordination Procedures of Inter-institutional Relations in Environmental Management in Madagascar. A manual was developed and distributed before the end of October 95. This manual was adopted by the World Bank as an important and useful management tool during the COS 1995.</p>

OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	<p>Task 4: Assist the ONE in creating synergy among donors technical assistance and AGEX management staff implementing programs and action regarding the formulation and execution of environmental policies.</p>	<p>Inventory of guidelines, action plans and technical expertise involved in the formulation and implementation of environmental policies in Madagascar.</p> <p>October 1995.</p>	<p>A draft plan was prepared by the ONE (department of policy) to create a computerized catalogue and data bank covering EAP implementation in Madagascar. This will be part of the EIS system which is being currently improved at the ONE.</p>
<p>OBJECTIVE 4 : Develop an ecologically sustainable investment code for Madagascar.</p>	<p>Task 1 : Assist the ONE undertake an analysis of investment codes and current preferential systems (free-trade zones, special economic zones, etc) in order to incorporate environmental measures in sectoral policies in liaison with the MECIE, and have those measures adopted by the GOM.</p>	<p>Report on the analysis and proposed amendment of the investment code to be validated through a national workshop.</p> <p>Report beginning March, 1996.</p>	<p>A team of STTA was hired at the end of October 1995 to study and analyze all investment related texts including the investment code, <i>the regime des zones franches, des zones d'exception, de droit commun and the Guichet Unique</i>. The final report study represents all needed modifications and recommendations to introduce the environmental dimension into the country investment policies.</p>
	<p>Task 2 : Assist the ONE organize a national workshop on the validation of the amendments to the existing code and preferential systems, Undertake a collection, analysis and synthesis of existing codes in Madagascar and overseas.</p>	<p>Validation of the study and the proposed amendments to the investment code through a workshop.</p> <p>Investment code workshop scheduled for November 12-17, 1995.</p>	<p>A very successful workshop took place in Nosy-Be on November 12-17, 1995. It was an excellent opportunity to examine the site and propose a pilot plan to save this endangered beautiful island. The ONE will use this regional plan as a model in 1996 to help the GOM implement its regional development policy.</p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
<p>OBJECTIVE 5 :</p> <p>Develop guidelines for increasing national environmental awareness pertaining to environmental policy.</p>	<p>- Help ONE begin to develop guidelines and procedures for involving the public in environmental policy formulation, implementation and monitoring through a process of participatory public meetings and public awareness campaigns. This task should be undertaken with the collaboration of other GOM agencies and organizations involved in the execution of the EAP as well as NGO's and private sector,</p> <p>- Organize a national workshop on public education.</p>	<p>Guidelines defining the policy of participatory involvement in environmental policy formulation and legislation.</p> <p>- Elaboration of the guidelines: April 1995.</p> <p>- Awareness campaign workshop and recommendations: 9-16 June 1995.</p>	<p>Guidelines were elaborated defining the policy of participatory involvement in environmental policy formulation and legislation at the end of April 95. COP and ONE planned, organized, and managed a very successful national workshop (Mahajanga June 27-July 2) on national communications strategy and public awareness. The workshop report and communication strategy manual was finalized and distributed during August 1995.</p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
<p>OBJECTIVE 6 :</p> <p>Establish a permanent system for monitoring and evaluation of the impact of policies pertaining to the implementation of the EAP.</p>	<p>Task 1 : Assist the ONE in monitoring and evaluating the implementation of environmental policies.</p>	<p>A monitoring and evaluation plan formulated and implemented by the ONE.</p> <p>October 1995.</p>	<p>On schedule and will continue during 1996.</p>
	<p>Task 2 : Assist the ONE develop indicators of impact of policies on the environment.</p>	<p>- A list of impact indicators. - Data collection and establishment of baseline status prior to the application of certain policies.</p> <p>List of impact indicators : October 1995.</p> <p>Data collection : November 1995.</p>	<p>On schedule and will continue during 1996.</p>

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Institutional capacity development for environmental review.

Dr. Andrew Watson, Environmental Evaluation Advisor

OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
<p><u>OBJECTIVE 1:</u></p> <p>Develop the institutional capacity of the ONE to formulate and implement environmental reviews.</p>	<p><u>Task 1:</u></p> <p>Help ONE specialists undertake a needs assessment to identify training/staffing requirements within ONE, Government of Madagascar (GOM) Ministries, and other agencies involved in the execution of the EAP, especially regarding environmental review.</p>	<p>Validation and implementation of the 1995 STTA plan.</p> <p>March 1995.</p> <p>Elaboration of STTA plan for 1996.</p> <p>December 1995.</p>	<p>Final plan completed (KEPEM document #17 - May 1995).</p> <p>Provisional plan presented in <u>Life of project training and short-term technical assistance plan/budget</u> (KEPEM document #28 - October 1995). 1996 STTA needs will be finalized following completion of the KEPEM/ONE Annual Work-plan in early February 1996.</p>
	<p><u>Task 2:</u></p> <p>Assist the ONE conduct formal and informal meetings, seminars and workshops with ONE counterparts and human resource specialists within the GOM agencies, donor groups, and NGOs involved in the formulation and execution of environmental review policies.</p>	<p>A document defining environmental review policies, their implications, methods and tools for their application.</p> <p>April 1995; following the proposed workshops on environmental assessment procedures and MECIE implementation (delayed until September 1995).</p>	<p>Workshop held in Tamatave from September 25th to 29th 1995. Summary and recommendations are presented in KEPEM document # 30 - <u>Rapport final de l'atelier sur l'application de la MECIE.</u></p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
<p><u>OBJECTIVE 2:</u> Reinforce ONE's capability to develop its human and information resources required to formulate and implement environmental review policy.</p>	<p><u>Task 1:</u> Assist the ONE to compile inventories of environmental data. Assist the ONE acquire catalogs of archival material. Assist the ONE review holdings of local libraries and resource centers.</p>	<p>Documentation center operational and functioning efficiently. July 1995.</p>	<p>KEPEM and ONE documentation centres are now fully cataloged. Development of the ONE's Environmental Information System is on schedule.</p>
	<p><u>Task 2:</u> Help the ONE to identify sources of baseline data and expertise needed to conduct environmental screening and review impact studies. Help identify which agencies are responsible for updating these databases.</p>	<p>A data base for undertaking environmental reviews and evaluating the impact of environmental review procedures. A directory of agencies holding and managing environmental data bases. September 1995.</p>	<p>A document containing information on the data collection and management activities of all agencies (AGEX, GOM, NGO, etc) utilizing environmental data was finalized in July (KEPEM doc. 22 - <u>Système d'information environnementale à Madagascar</u>).</p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
<p><u>OBJECTIVE 3:</u> Establish environmental review procedures, including environmental assessments, impact studies and audits.</p>	<p><u>Task 1:</u> 1.1 Help ONE staff start evaluate existing environmental review procedures such as those developed by the World Bank, African Development Bank, USAID, and so on.</p>	<p>A documentation center and catalog of environmental review procedures and protocol from other countries and various international organizations. July 1995 Data bank and a network of institutional and individual expertise who can provide up to date information on environmental reviews. September 1995.</p>	<p>The KEPEM documentation center contains information on environmental assessment and review procedures from five international organizations, three bilateral aid organizations, and five countries. Key individuals who will form the core staff of the environmental cells in GOM organizations and AGEX have been identified. Preliminary training in environmental review procedures was undertaken in September 1995. Further training is proposed during May 1996.</p>
	<p>1.2 Acquire and catalog documents on environmental review policies and procedures, and conduct formal meetings to discuss their applicability in Madagascar. Organize a multinational workshop on environmental review procedures and policies.</p>	<p>Recommendations of the workshop. Workshop scheduled for April 1995 was rescheduled for September 25th to 29th.</p>	<p>Completed in September 1995 and presented in KEPEM document #30 <u>Rapport final de l'atelier sur l'application de la MECIE.</u></p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	<p>Task 2:</p> <p>Help ONE personnel undertake an assessment of the types of specialized data and expertise required to perform preliminary environmental screening for investment and development projects. Provide advice and information on data acquisition.</p>	<p>A survey of the existing resources within ONE and within other organizations in Madagascar pertaining to environmental screening procedures as outlined in the MECIE.</p> <p>May 1995.</p>	<p>Completed: screening procedures are defined by the MECIE (decree 95-377); human and information resources are described in the KEPEM training and STTA plan (KEPEM document #17); in the KEPEM report on the Environmental Information Systems workshop held in May 1995 (report due early July); and in periodic KEPEM/ONE documentation reports.</p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	Task 3: 3.1 Assist ONE to implement and monitor procedures for environmental reviews as proscribed by the MECIE.	Environmental review procedures implemented. July 1995.	MECIE - decree 95-377 was approved by GOM in May 1995. Since this date one impact study has been approved and one other new impact study has been received by the ONE.
	3.2 Assist the ONE to undertake formal, participatory review of environmental protocols established by the MECIE.	Formal and participatory review completed. December 1995.	A KEPEM-financed study on the requirements for prompt implementation of the provisions of the MECIE has been completed. The findings will be presented and discussed at a national seminar/workshop scheduled for February 1996.

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	<p>Task 4: Provide advice and assistance to help ONE organize a series of meetings, workshops, and national seminars with the EAP executing agencies, and other concerned parties, to disseminate information on the implementation of environmental review policies, standards, and compliance issues.</p>	<p>Validation of review policies and standards.</p> <p>End of December 1995.</p>	<p>The provisions of the MECIE have been presented to all of the organizations implicated in environmental assessment in Madagascar at both the EA workshop in Tamatave in September 1995 (KEPEM document # 30) and the national workshop on an environmentally-sound investment code for Madagascar held in Nosy-Be in November. In addition, as part of the ONE/DIED Project and in collaboration with KEPEM, UNIDO has sponsored two studies and national workshops: 1) environmental standards for industry; and 2) impact assessments for industrial projects. These efforts will continue in 1996 with KEPEM's workshop on MECIE implementation.</p>
	<p>Task 5: 5.1 Assist the ONE to develop scopes of work for formulating, applying, and monitoring environmental standards.</p>	<p>Scopes of Work elaborated by ONE.</p> <p>April 1995.</p>	<p>Terms of reference approved (April 1995).</p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	<p>5.2 Assist the ONE to monitor and finalize inventory studies of environmental standards.</p>	<p>Studies of environmental standards for 5 to 6 sectors.</p> <p>October 1995.</p>	<p>Industrial sector environmental standards have been the subject of a UNIDO-funded study as part of the ONE/DIED project. The request for proposals to undertake a World Bank-funded study aimed at defining Madagascar's immediate needs in the area of environmental standards has recently been approved (see above).</p>
	<p>Task 6: 6.1 Consult with relevant agencies and organizations (for example donors, ANGAP and operators such as VITA, WWF, Care, etc) to define priority areas and evaluate the need for supplementary information on the location and status of these areas.</p>	<p>A study to define and delineate priority zones for environmental protection.</p> <p>December 1995. Estimated completion: July 1996.</p>	<p>Underway. Terms of reference have been prepared for a series of studies on sensitive habitats. Work will begin once technical approval has been received from USAID/NRO.</p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	6.2 Assist the ONE to elaborate guidelines for environmental reviews in those sensitive areas.	Guidelines for environmental impact assessments and audits. December 1995. Estimated completion: July 1996.	Underway. Terms of reference have been prepared for a series of studies on sensitive habitats. Work will begin once technical approval has been received from USAID/NRO.

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
<p>OBJECTIVE 4: Develop guidelines for increasing national environmental awareness pertaining to the environmental review process.</p>	<p>Task 1: Help ONE to develop procedures for involving the public in the implementation of the MECIE. Organize a workshop on awareness campaign.</p>	<p>A document defining guidelines and procedures for involving the public in the implementation of the provisions of the MECIE.</p> <p>End of May 1995.</p> <p>Recommendations of the workshop on public awareness campaign.</p> <p>Workshop held in June 1995.</p>	<p>Document prepared as part of the report on the Mahajanga workshop on mass media and public awareness campaigns; KEPEM documents 21-A and 21-B.</p>
<p>OBJECTIVE 5: Establish a permanent system for monitoring and evaluation of the impact of policies pertaining to the environmental review process.</p>	<p>Task 1: Assist the ONE in monitoring and evaluating the implementation and impact of environmental review procedures for investment projects.</p>	<p>A monitoring and evaluation plan formulated and implemented by the ONE.</p> <p>October 1995.</p>	<p>Delayed. Potential performance and impact indicators have been identified (KEPEM documents # 14 <u>KEPEM monitoring and evaluation plan</u> and # 15 <u>Rapport final sur l'établissement d'indicateurs de performance de l'ONE.</u></p>

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OBJECTIVE	TASK	OUTPUT/TIMING	IMPLEMENTATION STATUS
	<p>Task 2 : Assist the ONE to develop indicators to measure the impact of policies on the environment and on the people of Madagascar.</p>	<p>A table of impact indicators. October 1995.</p> <p>Data collection and establishment of baseline status prior to the application of certain policies. November 1995.</p>	<p>Environmental impact indicators have been identified by the ONE.</p> <p>Environmental baseline data is provided by the <u>Etat de l'Environnement</u> (1994) prepared by ONE/INSTAT with KEPEM support. The Guichet Unique is responsible for collecting data pertaining to all investment projects. Data on numbers and types of projects, their value and potential employment they will generate are available for 1994 and 1995 in the support documents for the KEPEM-organized workshop on Madagascar's Investment Code held in Nosy-be in November 1995.</p>

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PART II
KEPEM POLICY COMPONENT
ANNUAL WORKPLAN
February 1, 1996 - January 31, 1997

INSTITUTIONAL CAPACITY DEVELOPMENT FOR ENVIRONMENTAL POLICY FORMULATION AND IMPLEMENTATION**Dr. Adly Hassanein, Environmental Policy Analyst/Coordinator****OBJECTIVE 1 Develop the institutional capacity of the ONE to formulate, implement and review environmental policies.**

Task 1: Help ONE undertake a complete institutional audit to evaluate its organizational capacity, assess its effectiveness and potential for coordinating and managing activities related to the implementation of the EAP. Organize a workshop to validate the results of the audit.

Output: Audit report validated

Timing: Workshop: End of March
Final report: Mid-April

Task 2: Assist ONE in the implementation of the institutional audit recommendations.

Output: ■ New prospective organigram
 ■ Organizational procedures manual updated

Timing: Mid-April

Task 3: Help ONE update and implement its strategic development plan as outlined during the ONE strategic development workshop held in Morondava (Report # 19 a-b). Organize a coordination planning workshop to incorporate the institutional audit recommendations into the strategic development plan.

Output: Strategic development plan updated during the coordination planning workshop.

Timing: End of April

OBJECTIVE 2 Reinforce ONE's capability to develop its human and information resources to formulate and implement environmental policies.

Task 1: Assist ONE to get connected to INTERNET WWW network to facilitate data acquisition process and reinforce the institution's information gathering, exchange and processing capabilities.

Output: Connection with INTERNET WWW

Timing: Upon USAID approval

Task 2: Help ONE to develop the information gathering expertise and tools, as well as the analytical capabilities in data collection.

Output: ■ Data base on national and international expertise related to environmental policy formulation, implementation, monitoring and evaluation
 ■ Information center operational and efficient

Timing: ■ Data base established: September

Output: Guidelines on policy implementation and monitoring

Timing: August

3.5. Assist ONE in implementing and monitoring one global policy formulated during 1995, which is local community management of renewable natural resources.

Output: Legislation approved and published

Timing: July

Task 4: Assist ONE in implementing bush fire management policy.

Output: Report on guidelines for local community management of brush fire

Timing: June

Task 5: Assist ONE in coordinating the development, negotiation, and execution of donor projects and programs relevant to environmental policies, especially the EP-2.

Output: EP-2 negotiated and approved (signed)

Timing: May/June

Task 6: Assist ONE organize the COS 1996

Output: COS 1996 successfully organized

Timing: November

Task 7: Assist ONE in the management of international conventions pertaining to the environment.

Output: Guidelines on international environmental conventions validated. These guidelines should serve as tools for decision-making regarding the ratification and implementation of these conventions. It will also highlight the impact on national legislation, economy and ecosystems.

Timing: End of April

OBJECTIVE 4 **Develop an environmentally-oriented economic strategy and investment code for Madagascar.**

Task 1:

- Assist ONE to implement the recommendations of the study pertaining to the investment code in Madagascar.
- Organize a national workshop to validate and amend the investment code

Output: Investment code diagnosis and amendment proposed

Timing:

- Study: End of February 1996

Task 2: Elaborate a regional pilot action plan for environmental rehabilitation. E.g.: rehabilitation of Nosy-Be.

Output: Action plan for Nosy-Be formulated

Timing: According to Nosy-Be local authorities (before COS 1996)

OBJECTIVE 5 Develop a strategy for increasing national environmental awareness and public involvement in environmental management.

Task 1: Help ONE develop environmental management procedures and policy awareness/information activities geared toward media professionals. Organize a follow-up national awareness workshop based on the Mahajanga workshop in June 1995 (KEPEM Report # 21 a-b).

Output: Workshop organized and environmental campaign launched

Timing: June

Task 2: Help ONE prepare and organize the national Environmental Week in five regions of Madagascar during the "Journée Mondiale de l'Environnement".

Output: Environmental Week successfully organized in five regions with the active participation of the regional authorities, NGO and private sectors.

Timing: June-July

Task 3: Help ONE introduce the environmental concerns into the national education curriculum by organizing round table discussions with all involved parties.

Output: Action plan prepared by ONE and the Ministry of National Education

Timing: September

Task 4: Assist ONE in the implementation of natural and technological prevention policies formulated during 1995.

Output: Action plan developed and national prevention committee established

Timing: October

OBJECTIVE 6 Establish a permanent system for monitoring the implication of policy changes related to the implementation of the EAP.

Task:

- Assist ONE undertake a study on the impact of environmental policies.
- Organize a national workshop to validate the outcome of the study

Output:

- Guidelines on environmental policy change and its implication (regarding policies implemented during 1996).
- Organize a workshop on environmental indicators for measuring and assessing the impact of the EAP policies and activities.

Timing:

- Guidelines: January 1997
- Workshop: February 1997

INSTITUTIONAL CAPACITY DEVELOPMENT FOR ENVIRONMENTAL REVIEW**Dr. Andrew Watson, Environmental Evaluation Advisor**

At this time, it is anticipated that the KEPEM Environmental Evaluation Advisor, Andrew Watson, will have achieved all of the goals identified in the KEPEM life-of-project work-plan (KEPEM doc. #4), and met all of his contractual obligations for the period up to the end of the initial 24 month contract. The period from February 1st 1996 to the date of the completion of the extended contract (February 28th 1997) will be devoted to the following:

OBJECTIVE 1: Reinforce ONE's capability to develop its human and information resources required to refine and implement environmental review policy.

Task 1: Help ONE counterparts finalize the establishment of guidelines for environmentally-sensitive areas (as listed in the MECIE decree).

Output: Precise definitions of each of twelve types of sensitive habitats and guidelines for undertaking environmental impact studies for investment projects in or near these zones.

Timing: July

Task 2: Help ONE and other AGEX and research centers develop and implement an information system capable of providing accurate data on the nature and geographical location of environmentally sensitive habitats as broadly defined in the MECIE.

Output: Cartographic delimitation of Madagascar's environmentally sensitive zones and regions.

Timing: December

Task 3: Assist ONE organize training courses on environmental assessment in Madagascar. These will target both those charged with undertaking environmental impact studies (investors, private sector consultants, etc.) and those responsible for reviewing impact studies (GOM agencies, AGEX, private sector consultants, NGO's/PVO's, etc.).

Output: Two training workshops.

Timing: The first workshop to be held in mid-May; the second to be held in mid-October

Task 4: Implement the KEPEM/ONE training plan and help other AGEX and organization implicated in the EAP identify candidates, training sites, and financing for training in environmental assessment procedures.

Output: A training schedule for ONE.

Timing: February.

OBJECTIVE 2: Implement environmental review procedures, including environmental assessments, impact studies, and audits.

Task 1: Help ONE review environmental impact assessments.

Output: Formally reviewed EIAs.

Timing: Continual.

Task 2: Help ONE review and, if necessary, modify environmental impact procedures and the conformity of MECIE legislation with other legal instruments (such as the Mining Code and Water Code).

Output:

- 1) A study and workshop on the implementation of MECIE legislation.
- 2) A study and proposals to help refine existing EA screening protocols and facilitate the efficient implementation of MECIE legislation.
- 3) A study on the utilization of the 0.5% fee paid to the GOM by investors when they submit impact studies for review.
- 4) A plain-language guide to the MECIE for the use of investors obliged to undertake environmental impact assessments.

Timing:

- 1) March.
- 2) June.
- 3) June.
- 4) September.

Task 3: Help ONE improve and clarify procedures for public involvement in the environmental review process.

Output: A study and report outlining procedures for implicating the public in the preparation and review of environmental impact studies.

Timing: January 1997.

Task 4: Assist ONE counterparts complete their work on the elaboration and implementation of environmental standards.

Output: A study and report on the requirements for efficient application of environmental standards and compliance with these standards.

Timing: August.

OBJECTIVE 3: Implement a permanent system for monitoring and evaluation of the impact of policies pertaining to the environmental assessment and review process.

The methodology for elaborating and implementing a rigorous monitoring program for gauging the impact of KEPEM activities in the area of environmental assessment, and of ONE's implementation of EA legislation is described in KEPEM doc. #14 (KEPEM Project Monitoring & Evaluation Plan). This methodology is based on the procedures which have been recommended for USAID's Assessments of Program Impact. As such their goal is to gauge impact on natural resources and natural resource users. The KEPEM monitoring plan stated:

At this time it is clear that the present shortage of data pertaining to the natural resource base and natural resource use will hinder the development of a rigorous monitoring scheme. It is recommended that KEPEM and USAID/Madagascar undertake an assessment of the types of baseline environmental data which are most urgently required. Thereafter, the various options for obtaining this information should be explored.

The following tasks have been proposed to overcome this lacuna, and elaborate and implement a rigorous environmental monitoring program tailored to the needs of the ONE and GOM, USAID's API, and all other partners in the implementation of Madagascar's EAP.

Task 1: Implement the KEPEM Project monitoring plan in order to gauge the impact of KEPEM on Malagasy institutions, the natural resource base, and natural resource users.

Output: First KEPEM performance and impact monitoring report.

Timing: April

Task 2: Refine the ONE monitoring plan for evaluating the impact of environmental assessment legislation. Help ONE implement this plan in order to gauge the environmental and social impact of EA legislation on the health of the environment and on natural resource users.

Output: A monitoring plan.

Timing: October.

Task 3: Help ONE develop a program for acquisition and analysis of baseline data on appropriate indicators for measuring the impact of environmental assessment legislation.

Output: Establishment of baseline criteria for the monitoring scheme.

Timing: November.

Task 4: Help ONE establish procedures for efficient data collection and analysis for periodic monitoring of environmental conditions.

Output: 1) A data collection and analysis plan.
2) Publication of the next *State of the environment* report by the ONE.

Timing: January 1997

Once these tasks have been accomplished, the ONE and Government of Madagascar will have achieved most of their immediate goals in the area of environmental assessment and review.

ANNEXES

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ANNEX 1

**LIST OF POLICY COMPONENT
SHORT TERM TECHNICAL ASSISTANCE**

February 1, 1995 - January 31, 1996

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Name	Position	Consultancy purpose	Beg contract	End contract	Total p/months
1. Steve Dennison	HO Project Manager	KEPEM Admin support	February 26, 1995	28 March, 1995	4 weeks
2. Claudine Ratsimbazafy	Facilitator	Facilitate ONE teambuilding workshop	March 13, 1995	April 7, 1995	21 days
3. Gualbert Razanajatovo	Facilitator	Facilitate ONE teambuilding workshop	March 13, 1995	April 7, 1995	21 days
4. Benjamina Randrianarivelo	Training Plan Advisor	Finalize KEPEM training plan	March 6, 1995	April 14, 1995	15 days

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Name	Position	Consultancy purpose	Beg contract	End contract	Total p/m
5. Saholy Randriaritera	Training Plan Advisor	Finalize KEPEM training plan	March 6, 1995	April 14, 1995	15 days
6. Claudine Ratsimbazafy	Facilitator	Facilitate coordination procedures manual workshop	April 26, 1995	September 1995	51 days
7. Christian Ramanandraitsiory	Communication specialist	Elaborate coordination procedures manual	April 26, 1995	August 16, 1995	60 days
8. Guy Razafindralambo	Institutional analyst	Elaborate coordination procedures manual	April 26, 1995	August 16, 1995	75 days
9. Eric Rakotoarisoa	Legal advisor	Elaborate coordination procedures manual	April 26, 1995	August 16, 1995	60 days
10. Eugène Rabarijaona	Desktop publisher	Edit & publish procedures manual for environmental management	April 26, 1995	August 16, 1995	30 days
11. Barbara Kelly	Coverdale Associate	Study on ONE long term development strategy	May 26, 1995	June 27, 1995	4 weeks
12. Monica Jain	Marine specialist	Inventory of marine and coastal activities	Mai, 1995	July, 1995	35 days
13. Frank Razafindrabe	EIS specialist	Environmental information system in Madagascar	Mai, 1995	July, 1995	35 days
14. Sandra Granzow	Communication specialist	Elaborate environmental awareness campaign strategy	June 6, 1995	July 9, 1995	1 month
15. Alfred Randriamoelivony	Communication specialist	Elaborate environmental awareness campaign strategy	June 6, 1995	July 9, 1995	1 month
16. Michèle Razanamparany	Communication specialist	Elaborate environmental awareness campaign strategy	June 6, 1995	July 9, 1995	1 month
17. Eulalie Ranaivoson	Marine specialist	Prepare EP-2 Marine component	July 28, 1995	August 25, 1995	15 days

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Name	Position	Consultancy purpose	Beg contract	End contract	Total p/m
18. Steve Dennison	HO Manager	Acting COP	July 09, 1995	August 12, 1995	1 month
19. Idrissa Samba	REDSO/Abidjan EIE specialist	EIE Trainer	September 19, 1995	September 27, 1995	2 weeks
20. Charlotte Bingham	REDSO/Nairobi EIE specialist	EAP presentation during EIE workshop	September 17, 1995	September 27, 1995	10 days
21. Guy Razafindralambo	EAP specialist	EAP presentation during EIE workshop	September 17, 1995	September 30, 1995	10 days
22. Oliva Randrianonimandimby	Tourism policy specialist	Tourism policy study for EIE workshop	September 19, 1995	September 30, 1995	10 days
23. Rodolphe Ramanantsoa	Energy policy specialist	Tourism policy study for EIE workshop	September 19, 1995	September 30, 1995	10 days
24. Eric Rakotoarisoa	Industrial policy specialist	Industrial policy study for EIE workshop	September 19, 1995	September 30, 1995	10 days
25. Claudine Ratsimbazafy	Workshop facilitator	Assist EIE trainers/facilitate EIE workshop	September 19, 1995	September 30, 1995	25 days
26. P��p�� Andrianomanana	Economist	Study on investment code in Madagascar	October 30, 1995	January 25, 1996	60 days
27. Mamy Raboanarijaona	Private company management specialist	Study on investment code in Madagascar	October 30, 1995	January 25, 1996	60 days
28. Henri Raharijaona	Lawyer	Study on investment code in Madagascar	October 30, 1995	January 25, 1996	60 days
29. Christian Charvin	Private sector specialist	Study on investment code in Madagascar	October 30, 1995	December 1995	30 days
30. Cathryn Goddard	Lead Facilitator Coverdale Organization, Inc.	Facilitate investment code workshop	October 30, 1995	December, 1995	30 days

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Name	Position	Consultancy purpose	Beg contract	End contract	Total p/m
31. Eric Rakotoarisoa	Lawyer	MECIE Implementation	November 05, 1995	December 15, 1995	20 days
32. Mirija Ramamonjisoa	Lawyer	MECIE Implementation	November 05, 1995	December 15, 1995	20 days
33. Susan Sandler	International Environmental Lawyer	Adherence of Madagascar to environmental international conventions	November 27, 1995	January, 1996	60 days
34. Elyett Rasendratrirofo	Facilitator	Adherence of Madagascar to environmental international conventions	December 08, 1995	March 08, 1996	60 days
35. Christian Ramanandraitsiory	Facilitator	Adherence of Madagascar to environmental international conventions	December 08, 1995	March 08, 1996	60 days
36. Bruno Ramamonjisoa	Forester	Adherence of Madagascar to environmental international conventions	December 08, 1995	March 08, 1996	60 days
37. Zoaharimalala Rabefitia	Climatologist	Adherence of Madagascar to environmental international conventions	December 08, 1995	March 08, 1996	60 days
38. Michel Vely	Biologist-Veterinry	Adherence of Madagascar to environmental international conventions	December 08, 1995	March 08, 1996	60 days
39. Louis Via	Spécialiste en relations internationales	Adherence of Madagascar to environmental international conventions	December 08 1995	March 08 1996	60 days
40. Liliane Nirina Ratsimbazafy	Agronomist	Adherence of Madagascar to environmental international conventions	December 08 1995	March 08 1996	60 days

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Name	Position	Consultancy purpose	Beg contract	End contract	Total p/m
41. Olivier Ramahatra	Economist	Adherence of Madagascar to environmental international conventions	December 08 1995	March 08, 1996	60 days
42. Eric Rakotoarisoa	Lawyer	Adherence of Madagascar to environmental international conventions	December 08 1995	March 08, 1996	60 days
43. Josette Rakotondrainibe	Chimiste Industrielle	Adherence of Madagascar to environmental international conventions	December 08, 1996	March 08, 1996	60 days
44. Cathryn Goddard	Lead Facilitator	Adherence of Madagascar to environmental international conventions	January 01, 1996	February, 1996	30 days

ANNEX 2

**LIST OF REPORTS AND DOCUMENTS SUBMITTED TO USAID
BY POLICY COMPONENT**

February 1, 1995 - January 31, 1996

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No	NAME	Date of submission	By
14	KEPEM Monitoring and Evaluation Plan	April 95	ARD/KEPEM
15	Rapport final sur l'Etablissement d'Indicateurs de Performance de l'ONE	April 95	Claudine Ratsimbazafy
16	Mise En Compatibilité des Investissements avec l'Environnement	May 95	ARD/KEPEM & ONE
17	Rapport final sur le plan de formation des composantes du projet KEPEM	May 95	Saholy Randriaritera Benjaminina Randrianarivelo
18	Rapport de l'Atelier National sur la Préparation d'un Manuel de Procédures sur la coordination des relations interinstitutionnelles dans la gestion de l'environnement	June 95	Claudine Ratsimbazafy Christian Ramanandraitsiory
19	a. Rapport de l'atelier sur le plan de développement stratégique de l'ONE	July 95	Claudine Ratsimbazafy Barbara Kelly
	b. Rapport d'étude sur le plan de développement stratégique de l'ONE	July 95	Barbara Kelly Coverdale Organization, Inc.
20	Inventory of marine and coastal activities: a strategy proposal for Madagascar	July 95	Monica Jain
21	a. Rapport de l'atelier sur la campagne de sensibilisation et élaboration d'une stratégie de communication en matière d'environnement	July 95	Michèle Razanamparany Alfred Randriamoelivony
	b. Rapport d'étude sur la campagne de sensibilisation et élaboration d'une stratégie de communication en matière d'environnement	July 95	Sandra Granzow ISTI
22	Rapport de l'atelier sur le système d'information environnementale à Madagascar	July 95	Franck Razafindrabe
23	Proposition de politique de prévention des catastrophes naturelles et technologiques	July 95	Claudine Ramiarison Lucille Randrianarivelo
24	ARD/KEPEM Quarterly Report February 1 - June 30, 1995	July 95	ARD/KEPEM
25	ARD/KEPEM Non-expendable inventory	October 95	ARD/KEPEM
26	Préparation du PE-2 Environnement côtier et marin: étude de faisabilité	October 95	Eulalie Ranaivoson

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No	NAME	Date of submission	By
27	Procedures manual for Environmental management	October 95	Claudine Ratsimbazafy Guy Razafindralambo Eric Rakotoarisoa Christian Ramanandraitsiory Eugène Rabarijaona
28	Short term technical assistance and training plan and budget	October 95	ARD/KEPEM
29	Quarterly report (July 1 - September 30, 1995)	October 95	ARD/KEPEM
30	Rapport final de l'Atelier sur l'Application de la MECIE	September 95	Claudine Ratsimbazafy Jean Eric Rakotoarisoa Christian Ramanandraitsiory Rodolphe Ramanantsoa Oliva Randrianonimandimby Guy Razafindralambo Idrissa Samba Charlotte Bingham
31-a	Atelier sur le code des investissements : "Vers une stratégie d'investissement compatible avec l'environnement"	November 95	Rija Rasendratsirofo Christian Charvin Cathryn Goddard
31-b (*)	Politiques d'Appui aux Investisseurs pour encourager le Développement Durable	February 96	Pépé Andrianomanana Mamy Raboanarijaona Henri Raharijaona
32-a (*)	Atelier sur les Conventions Internationales relatives à l'Environnement à Madagascar	February 96	Cathryn Goddard Christian Ramanandraitsiory Elyett Rasendratsirofo
32-b (*)	Etude sur les Conventions Internationales relatives à l'Environnement à Madagascar	March 96	Olivier Ramahatra Zoaharimalala Rabefitia Bruno Ramamonjisoa Susan Sandler Richard Via Josette Rakotondraibe Liliane Ratsimbazafy Michel Vely Jean-Eric Rakotoarisoa

(*) Being prepared

ANNEX 3

**WORKSHOPS AND SEMINARS ORGANIZED/ATTENDED
BY POLICY COMPONENT**

February 1, 1995 - January 31, 1996

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Workshop/Seminar	When	Where	Component/Participants
Preparation ARD/KEPEM workplan	Feb 1-3, 1995	Antsirabe	KEPEM Component I, ONE/DPED and DPO
Environmentally sustainable tourism policy	March 13-15, 1995	Foulpointe	KEPEM Component I, ONE staff, counterparts, ministries, operators
ONE Team building	March 17-21, 1995	Foulpointe	KEPEM Component I, USAID/NRO, ONE staff
Ecologically sustainable industrial policy	April 4-6, 1995	Mantaoa	KEPEM Component I, counterparts, and USAID, ONE staff
USAID Re-engineering	April 24, 1995	Antananarivo	USAID/NRO, SAVEM staff, ONE/DPED & DPO, All KEPEM LTTA
Coordination Procedures manual	May 3-5, 1995	Antsirabe	KEPEM Component I, Ministries, AGEX, USAID/NRO, World Bank
Environmental Information System	May 29-31, 1995	Antananarivo	KEPEM Component I, Ministries, AGEX, USAID/NRO, World Bank
ONE long-term development strategy	June 12-15, 1995	Morondava	KEPEM Component I, ONE staff
Energy	June 19-22, 1995	Tuléar	KEPEM Component I-A, ONE staff, Ministries, operators, donors
International Association of Impact Assessors conference	June 26-30, 1995	South Africa	KEPEM Component I-B, ONE, World Bank, UNEP, International Press, International NGOs, 56 countries represented
Environmental awareness campaign strategy	June 28-30, 1995	Mahajanga	KEPEM Component I, ONE, various ministries, USAID, Press



Workshop/Seminar	When	Where	Component/Participants
Environmental Impact Evaluation training workshop (MECIE)	Sept 25-29, 1995	Toamasina	KEPEM Component I, ONE, AGEX, USAID, various ministries
USAID Re-engineering	Oct 16-18, 1995	Antananarivo	KEPEM LTTA, Home Office Manager, ONE
Investment code	Nov 13-17, 1995	Nosy-Be	KEPEM Component I, ONE, AGEX, USAID, various ministries
COS 95	Dec 04-05, 1995	Antananarivo	KEPEM, ONE, USAID, NGOs...
International Conventions related to Environment	January 22-26, 1996	Toliary	KEPEM Component I, ONE, AGEX, USAID, various ministries

Objectives	Workshop	When	Where	Participa
COMPONENT I-A	Workshop to validate the results of the audit	End of March	Mantaoa	ONE staff, Policy c
OBJECTIVE 1 Develop the institutional capacity of the ONE to formulate, implement and review environmental policies.	Coordination planning workshop to incorporate the institutional audit recommendations into the strategic development plan.	End of April	Antananarivo	ONE staff, Policy c
OBJECTIVE 3 Formulate, implement and monitor effective environmental and sectoral policies.	Workshop on policy implementation and evaluation for decision-makers	Mid-May	Antananarivo/Majunga	ONE staff, Policy c
	Workshop on policy implementation and evaluation for technicians	Mid-October	Fort-Dauphin	
	COS 96	November		
OBJECTIVE 4 Develop an environmentally-oriented economic strategy and investment code for Madagascar.	Workshop to validate and amend the investment code	July	Toamasina	ONE-GOM represe NGOs, privates, No authorities
OBJECTIVE 5 Develop a strategy for increasing national environmental awareness and public involvement in environmental management.	A follow-up national awareness workshop based on the Mahajanga workshop in June 1995 (KEPEM Report # 21 a-b).	June	Antsiranana	ONE, media organi: public, privates sect institution (List of I
	National environmental week in 5 regions of Madagascar	May-June		
OBJECTIVE 6 Establish a permanent system for monitoring the implication of policy changes related to the implementation of the EAP.	Workshop on environmental indicators for measuring and assessing the impact of the EAP policies and activities.	February 1997	Tuléar	ONE, GOM represe private, NGOs.
COMPONENT I-B				
OBJECTIVE 2 Implement environmental review procedures, including environmental assessments, impact studies and audits	Workshop to validate study on implementation of MECIE legislation	March	Mahajanga	ONE, GOM represe private, NGOs.

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ANNEX 4

**WORKSHOPS - STTA PLANNED
BY POLICY COMPONENT**

February 1, 1996 - January 31, 1997

Objectives	Workshop	When	Where	Participa
COMPONENT I-A OBJECTIVE 1	Workshop to validate the results of the audit	End of March	Mantaoa	ONE staff, Policy c
Develop the institutional capacity of the ONE to formulate, implement and review environmental policies.	Coordination planning workshop to incorporate the institutional audit recommendations into the strategic development plan.	End of April	Antananarivo	ONE staff, Policy c
OBJECTIVE 3 Formulate, implement and monitor effective environmental and sectoral policies.	Workshop on policy implementation and evaluation for decision-makers	Mid-May	Antananarivo/Majunga	ONE staff, Policy c
	Workshop on policy implementation and evaluation for technicians	Mid-October	Fort-Dauphin	
	COS 96	November		
OBJECTIVE 4 Develop an environmentally-oriented economic strategy and investment code for Madagascar.	Workshop to validate and amend the investment code	July	Toamasina	ONE-GOM represe NGOs, privates, No authorities
OBJECTIVE 5 Develop a strategy for increasing national environmental awareness and public involvement in environmental management.	A follow-up national awareness workshop based on the Mahajanga workshop in June 1995 (KEPEM Report # 21 a-b).	June	Antsiranana	ONE, media organi public, privates sect institution (List of I
	National environmental week in 5 regions of Madagascar	May-June		
OBJECTIVE 6 Establish a permanent system for monitoring the implication of policy changes related to the implementation of the EAP.	Workshop on environmental indicators for measuring and assessing the impact of the EAP policies and activities.	February 1997	Tuléar	ONE, GOM represe private, NGOs.
COMPONENT I-B OBJECTIVE 2 Implement environmental review procedures, including environmental assessments, impact studies and audits	Workshop to validate study on implementation of MECIE legislation	March	Mahajanga	ONE, GOM represe private, NGOs.

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A. INSTITUTIONAL CAPACITY DEVELOPMENT FOR ENVIRONMENTAL POLICY FORMULATION AND IMPLEMENTATION
 Dr. Adly Hassanein, Environmental Policy Analyst/Coordinator

Objectives	Tasks	Output	STTA	Calendar
OBJECTIVE 1 Develop the institutional capacity of the ONE to formulate, implement and review environmental policies.	<u>Task 1:</u> Help ONE undertake a complete institutional audit to evaluate its organizational capacity, assess its effectiveness and potential for coordinating and managing activities related to the implementation of the EAP. Organize a workshop to validate the results of the audit.	Audit report validated		- Workshop : End of March 96 - Final report: Mid-April 96
	<u>Task 2:</u> Assist ONE in the implementation of the institutional audit recommendations.	<ul style="list-style-type: none"> ■ New prospective organigram ■ Organizational procedures manual updated 		Mid-April 96
	<u>Task 3:</u> Help ONE update and implement its strategic development plan as outlined during the ONE strategic development workshop held in Morondava (Report # 19 a-b). Organize a coordination planning workshop to incorporate the institutional audit recommendations into the strategic development plan.	Strategic development plan updated during the coordination planning workshop.	Coverdale : 1P/M Nationals : 1P/M	End of April 96

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Objectives	Tasks	Output	STTA	Calendar
OBJECTIVE 2 Reinforce ONE's capability to develop its human and information resources to formulate and implement environmental policies.	<u>Task 1:</u> Assist ONE to get connected to INTERNET WWW network to facilitate data acquisition process and reinforce the institution's information gathering, exchange and processing capabilities.	Connection with INTERNET WWW		Upon USAID approval
	<u>Task 2:</u> Help ONE to develop the information gathering expertise and tools, as well as the analytical capabilities in data collection.	<ul style="list-style-type: none"> ■ Data base on national and international expertise related to environmental policy formulation, implementation, monitoring and evaluation ■ Information center operational and efficient 	Nationals : 2P/M	<ul style="list-style-type: none"> ■ Data base established: September 96 ■ Information center: continuous
	<u>Task 3:</u> Implement 1996 training plan related to environmental policy formulation, implementation, monitoring and evaluation.	Training plan implemented		By January 1
OBJECTIVE 3 Formulate, implement and monitor effective environmental and sectoral policies.	<u>Task 1:</u> Assist ONE to formulate three sectoral policies, i.e.: mines, road, aquaculture and fishing. Organize national workshops to validate those policies.	Three sectoral policies formulated and validated	Nationals : 3P/M	By January 1

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Objectives	Tasks	Output	STTA	Calendar
<p>OBJECTIVE 3</p> <p>Formulate, implement and monitor effective environmental and sectoral policies.</p>	<p><u>Task 2:</u></p> <p>Assist ONE to formulate environmental policies:</p> <ul style="list-style-type: none"> - National environmentally-sustainable socio-economic policy. 	<p>Socio-economic policy formulated.</p>	<p>Nationals : 2 P/M</p>	<p>By January 1997</p>
	<p><u>Task 3:</u></p> <p>3.1. Assist ONE in implementing and monitoring three sectoral policies formulated during 1995 (industry, tourism and energy).</p> <p>3.2. Assist ONE to create environmental units (cellules environnementales) within GOM organizations</p> <p>3.3. Assist ONE in training all potential players (public and private sectors, NGOs and legislators) involved in the implementation and monitoring of those policies. Organize two workshops on environmental issues for both decision-makers and technicians.</p> <p>3.4. Help ONE elaborate a guidelines for public use on implementation of global and sectoral policies.</p> <p>3.5. Assist ONE in implementing and monitoring one global policy formulated during 1995, which is local community management of renewable natural resources.</p>	<p>Legal texts (legislation) elaborated for each sectoral policy</p> <p>Environmental units created</p> <p>First workshop for decisions-makers organized.</p> <p>Second workshop for technicians organized.</p> <p>Guidelines on policy implementation and monitoring</p> <p>Legislation approved and published</p>	<p>Coverdale : 2 P/M Nationals : 6 P/M</p>	<p>Continuous</p> <p>Continuous</p> <p>Mid-May 96</p> <p>Mid-October 96</p> <p>August 96</p> <p>July 96</p>

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Objectives	Tasks	Output	STTA	Calendar
OBJECTIVE 3 Formulate, implement and monitor effective environmental and sectoral policies.	<u>Task 4:</u> Assist ONE in implementing bush fire management policy.	Report on guidelines for local community management of bush fire		June 96
	<u>Task 5:</u> Assist ONE in coordinating the development, negotiation, and execution of donor projects and programs relevant to environmental policies, especially the EP-2.	EP-2 negotiated and approved (signed)		May/June 96
	<u>Task 6:</u> Assist ONE organize the COS 1996	COS 1996 successfully organized	Nationals : 2 P/M	November 96
	<u>Task 7:</u> Assist ONE in the management of international conventions pertaining to the environment.	Guidelines on international environmental conventions validated. These guidelines should serve as tools for decision-making regarding the ratification and implementation of these conventions. It will also highlight the impact on national legislation, economy and ecosystems.		End of April 96
OBJECTIVE 4 Develop an environmentally-oriented economic strategy and investment code for Madagascar.	<u>Task 1:</u> <ul style="list-style-type: none"> ■ Assist ONE to implement the recommendations of the study pertaining to the investment code in Madagascar ■ Organize a national workshop to validate the amendment to the investment code 	Investment code diagnosis and amendment proposed Workshop to validate the amendment organized	Nationals : 2 P/M	<ul style="list-style-type: none"> ■ Study: End of February 96 ■ Workshop: July 96

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Objectives	Tasks	Output	STTA	Calendar
OBJECTIVE 4 Develop an environmentally-oriented economic strategy and investment code for Madagascar.	<u>Task 2:</u> Elaborate a regional pilot action plan for environmental rehabilitation. E.g.: rehabilitation of Nosy-Be.	Action plan for Nosy-Be formulated	Nationals : 2 P/M	According to Nosy-Be local authorities (before COS 1996)
OBJECTIVE 5 Develop a strategy for increasing national environmental awareness and public involvement in environmental management.	<u>Task 1:</u> <ul style="list-style-type: none"> ■ Help ONE develop environmental guidelines on public awareness and information activities geared toward media professionals. ■ Organize a follow-up national awareness workshop based on the Mahajanga workshop in June 1995 (KEPEM Report # 21 a-b). 	Guidelines developed Workshop for media professionals organized and environmental campaign launched	Nationals : 3 P/M	June 96
	<u>Task 2:</u> Help ONE prepare and organize the national Environmental Week in five regions of Madagascar during the "Journée Mondiale de l'Environnement".	Environmental Week successfully organized in five regions with the active participation of the regional authorities, NGO and private sectors.		June-July 96
	<u>Task 3:</u> Help ONE introduce the environmental concerns into the national education curriculum by organizing round table discussions with all involved parties.	Action plan prepared by ONE and the Ministry of National Education		September 96

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Objectives	Tasks	Output	STTA	Calendar
OBJECTIVE 5 Develop a strategy for increasing national environmental awareness and public involvement in environmental management.	<u>Task 4:</u> Assist ONE in the implementation of natural and technological prevention policies formulated during 1995.	Action plan developed and national prevention committee established	Nationals : 2 P/M	October 96
OBJECTIVE 6 Establish a permanent system for monitoring the implication of policy changes related to the implementation of the EAP.	<u>Task:</u> <ul style="list-style-type: none">■ Assist ONE undertake a study on the impact of environmental policies.■ Organize a national workshop to validate the outcome of the study	<ul style="list-style-type: none">■ Guidelines on environmental policy change and its implication (regarding policies implemented during 1996).■ Organize a workshop on environmental indicators for measuring and assessing the impact of the EAP policies and activities.	Nationals : 4 P/M	<ul style="list-style-type: none">■ Guidelines: January 1997■ Workshop: February 1997

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B. INSTITUTIONAL CAPACITY DEVELOPMENT FOR ENVIRONMENTAL REVIEW
Dr. Andrew Watson, Environmental Evaluation Advisor

Objectives	Tasks	Output	STTA	Calendar
OBJECTIVE 1: Reinforce ONE's capability to develop its human and information resources required to refine and implement environmental review policy.	<u>Task 1:</u> Help ONE counterparts finalize the establishment of guidelines for environmentally-sensitive areas (as listed in the MECIE decree).	Precise definitions of each of twelve types of sensitive habitats and guidelines for undertaking environmental impact studies for investment projects in or near these zones.	8 P/M	July
	<u>Task 2:</u> Help ONE and other AGEX and research centers develop and implement an information system capable of providing accurate data on the nature and geographical location of environmentally sensitive habitats as broadly defined in the MECIE.	Cartographic delimitation of Madagascar's environmentally sensitive zones and regions.	1 cartographer 1 remote sensing specialist (2 months)	December
	<u>Task 3:</u> Assist ONE organize training courses on environmental assessment in Madagascar. These will target both those charged with undertaking environmental impact studies (investors, private sector consultants, etc.) and those responsible for reviewing impact studies (GOM agencies, AGEX, private sector consultants, NGO's/PVO's, etc.).	Two workshops.	6 P/M 6 P/M	Mid-may Mid-october

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Objectives	Tasks	Output	STTA	Calendar
<p>OBJECTIVE 1:</p> <p>Reinforce ONE's capability to develop its human and information resources required to refine and implement environmental review policy.</p>	<p><u>Task 4:</u></p> <p>Implement the KEPEM/ONE training plan and help other AGEX and organization implicated in the EAP identify candidates, training sites, and financing for training in environmental assessment procedures.</p>	<p>A training schedule for ONE.</p>		<p>February</p>
<p>OBJECTIVE 2:</p> <p>Implement environmental review procedures, including environmental assessments, impact studies, and audits.</p>	<p><u>Task 1:</u></p> <p>Help ONE review environmental impact assessments.</p>	<p>Formally reviewed EIAs.</p>		<p>Continual</p>
	<p><u>Task 2:</u></p> <p>Help ONE review and, if necessary, modify environmental impact procedures and the conformity of MECIE legislation with other legal instruments (such as the Mining Code and Water Code).</p>	<p>1) A study and workshop on the implementation of MECIE legislation. 2) A study and proposals to help refine existing EA screening protocols and facilitate the efficient implementation of MECIE legislation. 3) A study on the utilization of the 0.5% fee paid to the GOM by investors when they submit impact studies for review. 4) A plain-language guide to the MECIE for the use of investors obliged to undertake environmental impact assessments.</p>	<p>2 (Eric/Mirija)</p> <p>1 screening expert (1 month, World Bank)</p> <p>1 financial expert (1 month)</p> <p>World Bank</p>	<p>1) March. 2) June. 3) June. 4) September.</p>

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Objectives	Tasks	Output	STTA	Calendar
OBJECTIVE 2 Implement environmental review procedures, including environmental assessments, impact studies, and audits.	<u>Task 3:</u> Help ONE improve and clarify procedures for public involvement in the environmental review process.	A study and report outlining procedures for implicating the public in the preparation and review of environmental impact studies.	1 public participation communication expert (1 month)	January 1997.
	<u>Task 4:</u> Assist ONE counterparts complete their work on the elaboration and implementation of environmental standards.	A study and report on the requirements for efficient application of environmental standards and compliance with these standards.	World Bank	August
OBJECTIVE 3: Implement a permanent system for monitoring and evaluation of the impact of policies pertaining to the environmental assessment and review process.	<u>Task 1:</u> Implement the KEPEM Project monitoring plan in order to gauge the impact of KEPEM on Malagasy institutions, the natural resource base, and natural resource users.	First KEPEM performance and impact monitoring report.		April
	<u>Task 2:</u> Refine the ONE monitoring plan for evaluating the impact of environmental assessment legislation. Help ONE implement this plan in order to gauge the environmental and social impact of EA legislation on the health of the environment and on natural resource users.	A monitoring plan.		October
	<u>Task 3:</u> Help ONE develop a program for acquisition and analysis of baseline data on appropriate indicators for measuring the impact of environmental assessment legislation.	Establishment of baseline criteria for the monitoring scheme.	1 natural resource / environmental monitoring expert (1 month)	November

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Objectives	Tasks	Output	STTA	Calendar
OBJECTIVE 3: Implement a permanent system for monitoring and evaluation of the impact of policies pertaining to the environmental assessment and review process.	<u>Task 4:</u> Help ONE establish procedures for efficient data collection and analysis for periodic monitoring of environmental conditions.	1) A data collection and analysis plan. 2) Publication of the next <i>State of the environment</i> report by the ONE.		January 1997

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ANNEX 5

**STUDY TOURS PLANNED
WITHIN POLICY COMPONENT**

February 1, 1996 - January 31, 1997

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Objectifs	Domaines	Noms	Durée	Où	Quand
Renforcement de la capacité de l'ONE à promouvoir ses ressources	Système d'information environnementale au niveau international	Andriantsifcheranarivo Bodo Cadre d'Etude Service Informatique	1h/m		Août
Elaboration de stratégie pour accroître la conscience nationale et la participation du public dans la gestion de l'environnement	Stratégie et mécanisme de financement durable des projets environnementaux	Ralaisaholy Lucien Chef de cellule finance et comptabilité	1,5h/m	France	
Développement de la capacité institutionnelle de l'ONE	Stratégie de communication et participation du public dans la gestion de l'environnement	Rakotonaivo Soamalala Chef de Cellule Education/Formation Rasamimanana Vololomihaja Chef de Cellule "Suivi-Evaluation"	2h/m	Burkina Faso Sénégal	
Elaboration de stratégie pour accroître la conscience nationale et la participation du public dans la gestion de l'environnement	Méthode et politique de prévention	Andriamampianina Joseph Directeur Général	1h/m	USA Floride California	
Formulation, mise en oeuvre et suivi des politiques environnementales	<ul style="list-style-type: none"> • Mise en place et gestion des politiques environnementales • Prendre en compte l'environnement pour un développement durable 	Randrianasolo Jean Pierre Chef de Cellule Politiques Sectorielles Nouvelle recrue	2h/m	Forhom Genève	Août
		Andrianirina Mamy Chef de cellule Affaire et général et passation de marché Rakotomamonjy Elisé Economiste	2h/m	Forhom Genève	Juillet
Elaboration d'un code et d'une stratégie d'investissement économique respectueux de l'environnement	Développement durable des ressources naturelles et protection de l'environnement	Rakotoary Jean Chrys Directeur du Département Programmes et Opérations	1h/m	Tennessee	7-28 septembre
Mise en oeuvre de procédures de revue environnementales y compris l'évaluation, l'étude d'impacts et les audits environnementaux	Suivi évaluation environnementaux des projets de développement	Andriatsarafara Rasolofoniriana Fanantenana Chef de Cellule "Recherches Environnementales"			

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ANNEX 6

**CALENDAR OF ACTIVITIES
POLICY COMPONENT**

February 1, 1996 - January 31, 1997

OBJECTIVES	TASK #	SUB TASKS	TASKS NAME
<p>OBJECTIVE 1</p> <p>DEVELOP THE INSTITUTIONAL CAPACITY OF ONE TO FORMULATE IMPLEMENT AND REVIEW ENVIRONMENTAL POLICIES</p>	<p>1</p> <p>2</p> <p>3</p>		<p>Help ONE undertake institutional audit</p> <p>Assist ONE implement audit recommendations</p> <p>Help ONE incorporate audit recommendations into strategic development plan</p>
<p>OBJECTIVE 2</p> <p>REINFORCE ONE'S CAPABILITY TO DEVELOP ITS HUMAN AND INFORMATION RESOURCES TO FORMULATE AND REVIEW ENVIRONMENTAL POLICIES</p>	<p>1</p> <p>2</p> <p>3</p>		<p>Assist ONE to get connected with INTERNET WWW</p> <p>Help ONE develop information gathering tools on environmental policy</p> <p>Implement 1996 training plan</p>
<p>OBJECTIVE 3</p> <p>FORMULATE IMPLEMENT AND MONITOR EFFECTIVE ENVIRONMENTAL GLOBAL AND SECTORAL POLICIES</p>	<p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p> <p>6</p> <p>7</p>	<p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p> <p>6</p> <p>7</p>	<p>Assist ONE formulate 3 sectoral policies (mine, road, aquaculture)</p> <p>Assist ONE formulate global policies</p> <p>Assist ONE implement & monitor industry, tourism & energy policies</p> <p>Assist ONE create envtl units in ministries (cellules environnementales)</p> <p>Assist ONE train players in envtl policies</p> <p>Help ONE elaborate guide for global & sectoral policies</p> <p>Assist ONE implement local community management of natural resources policy</p> <p>Assist ONE manage bush fire policy</p> <p>Assist ONE develop and negotiate EP-2</p> <p>Assist ONE organize COS 1996</p> <p>Assist ONE manage international conventions</p>
<p>OBJECTIVE 4</p> <p>DEVELOP AN ENVIRONMENTALLY ORIENTED ECONOMIC STRATEGY AND INVESTMENT CODE FOR MADAGASCAR</p>	<p>1</p> <p>2</p>		<p>Assist ONE implement investment code study recommendations</p> <p>Organize workshop to validate/amend invst code</p> <p>Elaborate pilot plan for environmental rehabilitation</p>
<p>OBJECTIVE 5</p> <p>DEVELOP STRATEGY FOR INCREASING NATIONAL ENVIRONMENTAL AWARENESS AND PUBLIC INVOLVEMENT IN ENVIRONMENTAL MANAGEMENT</p>	<p>1</p> <p>2</p> <p>3</p> <p>4</p>		<p>Awareness & information activities for media people</p> <p>Help ONE organize Envta! Week</p> <p>Help introduce envtl concerns in na/fl education</p> <p>Assist ONE implement natural/technological disasters prevention policy</p>
<p>OBJECTIVE 6</p> <p>ESTABLISH A PERMANENT SYSTEM FOR MONITORING THE IMPACT OF POLICIES RELATED TO IMPLEMENTATION OF THE EAP</p>			<p>Assist ONE undertake impact study of policies</p> <p>Organize national wksp to validate the outcome of the study</p>

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OBJECTIVES	TASK #	SUB TASKS	TASKS NAME
<p>OBJECTIVE 1</p> <p>REINFORCE ONE'S CAPABILITY TO DEVELOP ITS HUMAN AND INFORMATION RESOURCES REQUIRED TO REFINE AND IMPLEMENT ENVIRONMENTAL REVIEW POLICY</p>	<p>1</p> <p>2</p> <p>3</p> <p>4</p>		<p>Help ONE counterparts finalize guidelines on sensitive areas</p> <p>Help ONE & AGEX develop an information system</p> <p>Assist ONE organize training courses on environmental assessments</p> <p>Implement KEPEM/ONE training plan</p>
<p>OBJECTIVE 2</p> <p>IMPLEMENT ENVIRONMENTAL REVIEW PROCEDURES, INCLUDING ENVIRONMENTAL ASSESSMENTS, IMPACT STUDIES AND AUDITS</p>	<p>1</p> <p>2</p> <p>3</p> <p>4</p>		<p>Help ONE review environmental impact assessments</p> <p>Help ONE review and modify environmental impact procedures</p> <p>Help ONE improve and clarify procedures for public involvement in environmental review process</p> <p>Assist ONE counterparts elaborate and implement environmental standards</p>
<p>OBJECTIVE 3</p> <p>IMPLEMENT A PERMANENT SYSTEM FOR MONITORING AND EVALUATION OF THE IMPACT OF POLICIES PERTAINING TO THE ENVIRONMENTAL ASSESSMENTS AND REVIEW PROCESS</p>	<p>1</p> <p>2</p> <p>3</p> <p>4</p>		<p>Implement KEPEM monitoring plan</p> <p>Refine ONE monitoring plan for environmental assessment legislation</p> <p>Help ONE develop program for data acquisition and analysis</p> <p>Help ONE establish procedures for data collection on environmental condition</p>

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KEPEM PROJECT

DEF COMPONENT

ANNUAL REPORT

1995

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CHAPTER I

NATURAL RESOURCE PRICING

Gerold Grosenick

Forest Economist

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1. STATUS OF WORK

The overall objective of the forestry component of KEPEM is to improve the management of natural forests in Madagascar. KEPEM is designed to make two major contributions to this effort. First, the Forestry Management Specialist will introduce the concept and techniques of forest management planning. Second, the Forest Economist and Financial Management Specialist will help assure the long-term financing for forest management efforts by helping to update, that is, to increase the levels of forestry charges; improving the collection rate for these fees; and assuring that a minimum of 50% of the funds derived from the natural forests is devoted to the management and protection of these forests.

Forest management planning and long-term financing of forest management are not sufficient to guarantee improved management of natural forests. They are, however, necessary conditions which must be fulfilled if this objective is to be attained.

2. PROGRESS TOWARD ACHIEVING PLANNED OBJECTIVES AND OUTPUTS

The forestry component of KEPEM has four Non-Project Assistance Performance Criteria (NPA-PC) and three Projectized Outputs (PO). The four NPA-PC and the first of the PO are discussed in this section. The remaining two PO, a preliminary assessment of remaining commercial volumes of valuable indigenous hardwoods (PO #2) and management plans in the Moramanga region (PO #3), are discussed in the following sections related to the Inventory Specialist and the Forest Management Specialist.

2.1 Increase The Level Of Forestry Charges

Before the release of Tranche II, the stumpage fees for pine and rosewood are to be adjusted to reflect market value and replacement cost more accurately (NPA-PC #1). Before the release of Tranche IV, the GOM must have published a comprehensive stumpage fee table reflecting appropriate valuation of the main categories of timber products (NPA-PC #2).

The DEF has increased the level of forestry charges for all categories of timber products. In May 1995, the DEF provided USAID with documentation demonstrating that the forestry charges for pine and palissandre had been increased. This documentation was judged by USAID as sufficient to satisfy the conditionality associated with Tranche II.

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Since May 1995, the DEF has formulated a comprehensive stumpage fee table which should satisfy the conditionality related to Tranche IV. The DEF and KEPEM have been conducting management activities in the *Forêt Classée d'Ankeniheny* during most of 1995. The DEF has used data and information based on these activities to estimate replacement costs and residual values for timber. These analyses show that the stumpage fees shown in the comprehensive national table do, indeed, reflect much more accurately, the residual value and the replacement cost of timber. The DEF is now preparing the documentation which it will submit to USAID to demonstrate that the Tranche IV conditionality has been satisfied.

2.2 Implement An Improved Financial Management System

Before the release of Tranche III funds, the GOM prepare an improved financial management plan (PO #1) and must institute an improved financial management system for 1) billing stumpage fees, 2) assessing the value to be collected, 3) assuring collection, 4) controlling fee payments from the field to central revenue, and 5) transfer to the National Forestry Fund (NPA-PC #3).

The DEF has satisfied all of these points. In 1995, the DEF modified the method of billing stumpage fees. Prior to 1995, stumpage fees were billed based on timber products inspected and 'received' at a roadside depot by a forestry agent. Although timber products will continue to be inspected and 'received' at roadside depots, the stumpage fees for all new permits are billed quarterly. The permit holder must make equal quarterly payments during the duration of the permit, regardless of the volume of timber harvested.

Determining the amount of the equal quarterly payments is based on the new system of assessing the value of the timber to be harvested. The DEF has always conducted a reconnaissance of each parcel for which permits were to be granted. Beginning in 1995, these reconnaissance inventories are used as the basis for assessing the quarterly bills for stumpage fees. The level of forestry fees shown in the new national table, discussed in B.1 above, is applied to the volume of standing timber, by category. The total obtained is the total amount the permit holder must pay for the standing timber on the parcel. The total to be paid is divided by the duration of the permit, in quarters. This is the amount the permit holder must pay each quarter.

In January 1996, the DEF installed a computerized accounting system in its Nanisana headquarters. This new system is capable of tracking payments made by permit holders and comparing payments to expected payments.

The necessity of controlling fee payments from the field to central revenue transferring these amounts to the National Forestry Fund has been eliminated. Since August 1994, forestry

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agents no longer submit forestry fees to local offices of the Treasury. Now, permit holders make payments to local forestry agents with postal money orders. The forestry agents send these money orders directly to the DEF headquarters in Nanisana. The postal money orders are deposited in a postal account and periodically transferred to the National Forestry Fund account at the Treasury. These actions are all taken by the accounting office of the DEF and tracked very efficiently. The installation of the new computerized accounting system will not modify this system.

Deposits into the National Forestry Funds have increased significantly. Average deposits during the period 1991 to 1993 were 172.7 million fmg per year (1991: 165.6 million; 1992: 174.3 million; 1993: 178.1 million) By mid-October 1995, the National Forestry Fund had already collected 1,249 million fmg. This is equivalent to an annualized figure of approximately 1,580 million fmg, a level more than eight times higher than the 1991 to 1993 level.

The designers of the KEPEN Project estimated "that the GOM could collect between \$400,000 and \$2,000,000 annually by the end of the program." With an exchange rate of 4,200 fmg per dollar, the GOM collected approximately \$375,000 in 1995.

The DEF is now preparing the documentation which it will submit to USAID to demonstrate that the Tranche III conditionality has been satisfied.

2.3 Devote 50% of National Forestry Fund Receipts to Management And Protection Of Natural Forests

Before the release of Tranche IV, the GOM and USAID will agree that 50% of the National Forestry Fund (NFF) receipts will be expended on investment in the maintenance and protection of natural forests outside of protected areas (NPA-PC #4).

This conditionality has not yet been met. As mentioned earlier, the DEF has recently installed a new computerized accounting system. This new system will make tracking expenditures from the NFF much easier. Thus, periodic reports on expenditures by objective or end use will be used to track progress on this conditionality.

3. SUMMARY OF STATUS

OBJECTIVE	TASK	OUTPUT	IMPLEMENTATION STATUS
<p><u>Objective 1:</u> To establish a national table of revised stumpage fees for timber.</p> <p>These new fees will assure that the sales prices for timber reflect more closely the true value of the timber beings harvested. First year objectives are to collect and analyze relevant cost and price data.</p>	<p><u>Task 1</u> Determine whether the current forestry charges are within acceptable range of prices, given the estimates of the residual stumpage for all major commercial timber species. It will be necessary to collect current prices for timber products and current cost information for felling, limbing and bucking, transfer to roadside, transport, wholesaling, profit, etc.</p>	<p>A report containing estimates of the residual stumpage values for timber, by category.</p>	<p>Finished. Estimates based on the experiences of the <i>Association des Bûcherohs d'Ambodigavo</i> show that the residual value of timber is sufficient to cover the current forestry fees shown in the national table of forestry charges.</p>
	<p><u>Task 2</u> Determine whether the current forestry charges are sufficient to allow for the replacement of harvested timber. Estimate the replacement costs for all major commercial timber species. It will be necessary to collect current cost information for silvicultural operations, protection, and management of forests.</p>	<p>A report containing estimates of replacements costs for timber, by category.</p>	<p>Finished. Based on estimates given in the <i>Schéma d'Aménagement pour la Forêt Classée d'Ankeniheny</i> and recent experience, the current levels of forestry charges can pay all the current costs of managing the forest.</p>

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OBJECTIVE	TASK	OUTPUT	IMPLEMENTATION STATUS
	<p><u>Task 3</u> Estimate the costs of administering timber sales.</p>	<p>A report containing estimates of the administrative costs of the various technical and administrative tasks the SPEF must fulfill to properly administer a timber sale.</p>	<p>Pending. The administrative process of granting permits has been changed. The new process, to be tried implemented in Fierenana with KEPEM assistance, includes public auctions, a procedure as yet untried in Madagascar.</p>

OBJECTIVE	TASK	OUTPUT	IMPLEMENTATION STATUS
<p><u>Objective 2</u>: To improve the efficiency of the forestry revenue collection system. Only a small percentage of the forest revenues which should be collected actually are collected and deposited in the National Forestry Fund. The improved system will ensure that this percentage is increased at the same time that the stumpage fees are increased (objective 1).</p>	<p><u>Task 1</u>: Organize and hold a series of workshops throughout the country to discuss forest harvesting practices and recommend changes in the current control procedures.</p>	<p>A proposal for improved control of forest harvesting and forest harvest permits.</p>	<p>Finished. A series of workshops was held in February 1995. The report gives the recommendations of the participants.</p>
	<p><u>Task 2</u>: Prepare administrative forms and procedures necessary to implement the proposal prepared as Task 1, above.</p>	<p>Printed laissez-passers and other reporting forms.</p>	<p>Pending. Awaiting approval of recommendations proposed at annual planning meeting held in January 1996.</p>
	<p><u>Task 3</u>: Training for implementation of new procedures.</p>	<p>Trained forestry agents capable of properly implementing the recommended procedures.</p>	<p>Pending. Awaiting approval of recommendations proposed at annual planning meeting held in January 1996.</p>

OBJECTIVE	TASK	OUTPUT	IMPLEMENTATION STATUS
<p><u>Objective 3:</u> Coordinate KEPEM forestry activities with each other and with those of other parties. Many donors are encouraging the DEF to work in forest management planning and forest policy formulation and implementation. To make best use of the limited resources available (mostly personnel and time), all efforts must be coordinate.</p>	<p><u>Task 1</u> Help DEF establish a strategy to coordinate the activities of all those involved in forest management and forest policy formulation and implementation activities.</p>	<p>A clear strategy for internal coordination of DEF, SPEF, and donor activities.</p>	<p>Significant progress has been made in developing a DEF strategy. The recently issued ESFUM and PDFN detail the strategy in its current state of development.</p>
	<p><u>Task 2</u> Coordinate the DEF/KEPEM training program with those of other projects and donors.</p>	<p>Training programs covering most training needs with minimum duplication of effort and reduced time conflicts.</p>	<p>Ongoing.</p>
	<p><u>Task 3</u> Coordinate the activities of long-term and short-term KEPEM technical assistance to the DEF.</p>	<p>TOR's for STTA, schedules and calendars which permit maximum collaboration.</p>	<p>Ongoing. 19 STTA worked with the DEF this year.</p>

OBJECTIVE	TASK	OUTPUT	IMPLEMENTATION STATUS
	<p><u>Task 4</u> Monitor progress toward DEF/KEPEM goals.</p>	<p>Periodic reports documenting progress. Work plans which are up-to-date and reflect current information, manpower availability, and objectives.</p>	<p>Ongoing. Progress toward DEF/KEPEM goals has been significant this year. In some cases progress is beyond expectations, in others, there have been slight delays.</p>



CHAPITRE II

VOLET INVENTAIRE ET AMENAGEMENT DES FORETS

Manuel Soto Flandez

Expert en aménagement forestier

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1. INTRODUCTION

L'Expert en inventaire et aménagement des forêts est arrivé à Madagascar le 24 Octobre 1994 avec un Mandat de 18 mois qui s'achève en Mars 1996. Les objectifs visés par son Mandat sont énumérés ci-après.

- i. Estimer, sur la base des données disponibles, le volume de bois potentiellement commercialisable pendant la prochaine décennie.
- ii. Elaborer quatre plans d'aménagement qui serviront de référence méthodologique pour la gestion de l'ensemble des forêts de production.
- iii. Participer au recyclage des cadres nationaux et à la formation des moniteurs ruraux dans l'utilisation des techniques et des méthodes liés à l'aménagement forestier.

Les résultats attendus sont, essentiellement:

- L'estimation du bois potentiellement commercialisable afin d'établir les redevances qui pourraient être perçues pendant la prochaine décennie; dont une partie devrait être consacrée à l'aménagement des forêts.
- L'élaboration des quatre plans d'aménagement sur des zones écologiques et avec des partenaires différents. Deux des forêts choisies, Ankeniheny et Fierenana, appartient à la région de Moramanga, Andavakoera à la région d'Ambilobé et Bongolava à Port Berger. L'aménagement d'Ankeniheny sera réalisé avec la participation des Groupements villageois, celui de Fierenana avec la participation des exploitants du secteur privé, tandis que ceux d'Andavakoera et de Bongolava seront l'objet d'une approche de développement intégré.
- Le recyclage de 20 cadres nationaux et la formation de 20 moniteurs villageois pour assurer la continuité des activités d'aménagement des forêts naturelles.

Par ailleurs, il est pertinent de rappeler que compte tenu que le volet "Inventaire et aménagement des forêts" du Projet KEPEM ne dispose pas de budget pour l'exécution des travaux sur le terrain, autres que pour la formation des cadres nationaux et le recrutement d'un nombre indéterminé des mois de consultation, la réalisation de ces travaux est supportée par le Projet "Gestion des forêts classées" PE1/DEF.

Les travaux réalisés et les résultats obtenus dans les 12 derniers mois sont résumés dans les tableaux qui suivent, accompagnés des conclusions et des recommandations et d'un plan de travail pour l'année 1996.

2. RESUME DE L'ETAT D'AVANCEMENT

OBJECTIFS	ACTIVITES	PRODUITS/DELAIS	ETAT D'AVANCEMENT
<p><u>Objectif 1</u>: Estimer le volume de bois commercialisable Achévé: 100 %</p>	<p>1. Collecte d'information sur le potentiel de bois commercialisable</p>	<p>Un rapport sur le bois commercialisable. Titre "Une esquisse de stratégie pour le secteur forestier"</p>	<p>Achévé. Juillet 1995.</p>
<p><u>Objectif 2</u>: Assister la DEF dans l'élaboration des plans d'aménagement pour les forêts de Bongolava et Andavakoera. Achévé: 80 %</p>	<p>1. Elaborer la description des fonctions de l'équipe qui sera chargée par la DEF de l'exécution des travaux.</p> <p>2. Reconnaissance aérienne et terrestre dans le but d'arrêter le choix définitif des zones d'intervention.</p> <p>3. Réalisation des études de base.</p> <p>4. Elaboration des schémas d'aménagement.</p> <p>5. Formation de l'équipe responsable pour l'exécution et le suivi des travaux</p>	<p>1. Les termes de référence pour les consultants et un programme de travail détaillé.</p> <p>2. Rapport de Mission à l'intention de la DEF</p> <p>3. Des rapports sectoriels: sociologie, écologie, forêts. Décembre 1995.</p> <p>4. Les plans d'aménagement pour les forêts d'Andavakoera et de Bongolava</p> <p>5. Deux cadres formés dans l'élaboration des plans d'aménagement. Mars 1996.</p>	<p>1. Achévé. Avril 1995.</p> <p>2. Achévé. Août 1995.</p> <p>3. Achévé. Les travaux sur le terrain ont été achevés en Décembre 1995.</p> <p>4. En cours d'exécution.</p> <p>5. En cours d'exécution.</p>

OBJECTIFS	ACTIVITES	PRODUITS/DELAIS	ETAT D'AVANCEMENT
<p>Objectif 3: Assister la DEF dans la mise en application d'un schéma d'aménagement pour les 26000 ha de la forêt d'Ankeniheny.</p> <p>Achévé: 60 %</p>	1. Elaboration d'un programme de travail et des termes de référence pour le personnel.	1. Le Programme et les termes de référence. Avril 1995.	1. Achevé. Avril 1995.
	2. Reconnaissance aérienne et terrestre.	2. Rapport de mission. Juillet 1995.	2. Achevé. Mai 1995.
	3. Organisation des Groupements villageois.	3. Trois groupements constitués. Mai 1995.	3. Achevé. Août 1995.
	4. Délivrance d'un permis d'exploitation aux Groupements.	4. Le permis d'exploitation forestière. Août 1995.	4. Achevé. Août 1995.
	5. Réalisation d'un étude sylvicole dans la forêt d'Ankeniheny	5. Le rapport du consultant. Décembre 1995.	5. Achevé. Décembre 1995.
	6. Démarrage de la production coopérative.	6. La gestion de la production et commercialisation exercée par les groupements. Octobre 1995.	6. Achevé. Octobre 1995.
	7. Etude et construction de 20 km de piste forestière.	7. Le rapport du consultant et les 20 km de piste.	7. En cours.
	8. Construction de 26 km de piste pour désenclaver 5 villages du Sud Est d'Ankeniheny.	8. Les 26 km de piste. Juin 1996	8. Pas encore entamé.
	9. Assistance à la mise en valeur de 150 ha des vallées forestières.	9. Les 150 ha aménagées. Décembre 1996.	9. Pas encore entamé.

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OBJECTIFS	ACTIVITES	PRODUITS/DELAIS	ETAT D'AVANCEMENT
<p><u>Objectif 4</u>: Assister la DEF dans la mise au point d'un plan de gestion durable pour les cent mille ha du massif de Fierenana. (Le massif comprend les forêts de Rabaona, Iofa et Fierenana).</p> <p>Achévé: 30 %</p>	1.Reconnaissance aérienne et terrestre.	1. Rapport de Mission. Juillet 1995.	1. Achevé. Juillet 1995.
	2.Elaboration d'un programme de travail et des termes de référence pour le personnel.	2. Le programme et les termes de référence. Avril 1995.	2. Achevé. Avril 1995.
	3.Etudes de réhabilitation et de construction de nouvelles pistes.	3. Les rapports des consultants. Juin 1996.	3. En cours.
	4.Travaux de réhabilitation de 22 Km de la piste Morarano-Rabaona.	4. La réhabilitation de 22 km de piste saisonnière. Juin 1996.	4. En cours.
	5.Construction de 20 km de piste saisonnière.	5. Les 20 km de piste pour désenclaver la forêt d'Iofa.	5. Pas encore entamé.
	6.Inventaire forestier de 3000 ha dans la forêt de Iofa.	Juin 1996.	6. En cours.
	7.Elaboration d'une cartographie 1:25000 ème et tracé d'un parcellaire de gestion.	6. Les résultats de l'inventaire. Janvier 1996.	7. En cours.
	8.Remise a jour de la législation sur l'adjudication publique des lots d'exploitation forestière	7. Les photos les cartes et le parcellaire. Mai 1996.	8. En cours.
	9.Elaboration d'un plan de gestion forestière durable.	8. Les textes réglementaires. Mars 1996. 9. Le plan de gestion. Décembre 1996.	9. En cours.

OBJECTIFS	ACTIVITES	PRODUITS/DELAIS	ETAT D'AVANCEMENT
<p><u>Objectif 5</u>: Formation paysanne et des cadres nationaux dans la formulation, mise en place et gestion des plans d'aménagement des forêts naturelles.</p> <p>Achévé: 20 %.</p>	1. Formation paysanne dans l'organisation sociale.	1. Stages de formation coopérative pour 300 villageois. Juin 1996.	1. En cours.
	2. Formation paysanne dans l'amélioration du mode de production forestière (sylviculture, utilisation).	2. Stages de formation pour la fabrication de charbon de bois et d'exploitation forestière améliorée. Nombre de personnes à former 100. Juin 1996.	2. Les personnes déjà formées sont: 20 bûcherons et 20 charbonniers.
	3. Formation des cadres nationaux en cours de service.	3. La production de documents techniques, stages, assistance technique sur le terrain pour 20 personnes. Décembre 1996.	3. En cours. Un stage de formation en Inventaire pour 11 agents.
	4. Voyages d'étude à l'intérieur et à l'extérieur du pays.	4. Divers voyages à l'intérieur du pays. Deux voyages à l'extérieur, dont Burkina Faso et Congo. Décembre 1996.	4. Pas encore entamé.
	5. Séminaires et ateliers de vulgarisation sur l'aménagement forestier.	5. Trois Séminaires sur l'aménagement et trois ateliers sur des thèmes techniques.	5. Deux séminaires et un Atelier sur les Permis d'exploitation ont été déjà réalisés.

3. CONCLUSIONS ET RECOMMANDATIONS

3.1 L'Aménagement Des Forêts Naturelles

L'aménagement des forêts peut être défini comme la configuration, avec la participation effective des utilisateurs concernés, d'un système économique et social; qui doit s'appuyer sur des méthodes et des techniques pour assurer une production forestière soutenue et l'autofinancement de la gestion durable des ressources forestières. Compte tenu que jusqu'à ce jour il n'a jamais été réalisée aucune expérience d'aménagement des forêts à Madagascar, la mise au point des méthodes d'intervention exige la réalisation de travaux sur le terrain afin d'ébaucher des réponses aux multiples questions non résolues. Dont, essentiellement: les formes d'organisation sociale le plus appropriées, le temps qui doit séparer deux passages en coupe de la même parcelle, les méthodes de régénération végétatifs et sexuées pour assurer la durabilité de la gestion, comment remplacer le mode de production forestière actuel, archaïque et inefficace, pour mieux valoriser les peuplements forestiers.

Par conséquent, dans le stade actuel des connaissances forestières, la mise au point de modèles d'aménagement ne se limite pas à l'écriture de modes d'emploi, mais doit forcément passer par la réalisation de travaux expérimentales sur le terrain. D'ou, il est pertinent de recommander, autant à la DEF qu'au Projet KEPER, d'incorporer dans la programmation future les moyens financiers et le temps nécessaire pour mener à bien ces expériences et former le personnel national qui devra poursuivre les travaux. Des facteurs dont l'actuel volet "Inventaire et Aménagement des forêts" du Projet KEPER n'a jamais pu disposer.

3.2 Les Blocages Administratifs

Les blocages administratifs n'ont pas manqué. D'une part le Projet KEPER que, faute d'un règlement administratif, n'a permis qu'une réalisation inférieure à 30 % du budget Formation affecté à la composante KEPER/DEF. Tandis que d'autre part, il faut souligner les sept mois de retard observés dans l'octroi du financement de la Banque Mondiale, qui n'a été effectivement disponible qu'à la fin Juillet 1995, pour en être interrompu tout de suite après, à deux reprises, sur des longues périodes. En plus de ces blocages, il faut ajouter les retards observés par la DEF dans la mise à disposition du personnel d'encadrement et des bulldozers nécessaires à la construction des pistes forestières, ainsi que la complexité extrême qui suppose la coordination de six structures hiérarchiques et administratives différentes pour réaliser une action quelconque dans le cadre du projet (DEF, USAID, KEPER, Banque Mondiale, ONE, COEFOR/CI).

Sur la base de l'expérience acquise, il est recommandé à la DEF et au Projet KEPER, dans l'éventualité de la poursuite des travaux, d'essayer de simplifier les structures hiérarchiques

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d'exécution et de doter d'un budget propre le volet "Aménagement des forêts".

3.3 Le Transfert Technologique

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En ce qui concerne la forme d'exécution, la DEF a décidé que ce projet soit réalisé directement par le Service Forestier et ses cadres, qui doivent cumuler ces nouvelles responsabilités techniques à ses tâches administratives. Du point de vue du transfert technologique les résultats sont insuffisants, parce que les cadres restent objectivement piégés par ces fonctions administratives qui les empêchent de participer à plein temps dans l'exécution des travaux d'aménagement.

Vu que l'objectif principal visé par cette décision de la DEF est de former des équipes nationales pour assumer, à court terme, la relève de l'expertise étrangère, il serait convenable que la DEF remplace la forme actuelle d'exécution par l'affectation à plein temps des cadres nationaux au projet si l'on veut vraiment atteindre l'objectif original.

3.4 Un Bilan Satisfaisant

Malgré que l'on registre un retard sensible dans l'exécution du programme, dérivé des blocages administratifs et financiers déjà énumérés, l'état d'avancement global reste satisfaisant. Même si l'on est encore loin d'avoir achevé les travaux préliminaires pour la mise au point d'un modèle d'aménagement, les travaux déjà réalisés ont permis d'identifier les points d'achoppement et dégagé les données nécessaires pour l'élaboration des plans prévisionnels.

Dans le domaine social on a pu constater l'intérêt des populations rurales concernées pour participer à l'aménagement des forêts et à l'amélioration de leurs conditions de vie, de même que l'intérêt des exploitants du secteur privé pour participer aux activités de formation orientées à moderniser le mode de production forestière.

Cependant, il est conseillé à la DEF et au Projet KEPEN de poursuivre l'effort, au minimum pendant les prochains 24 mois, afin d'achever les expériences en cours d'exécution et de consolider un modèle de gestion, qui ne sera qu'en état d'ébauche, au terme du mandat de l'Expert en aménagement, le mois de Mars prochain.

CHAPTER III
TRAINING ACCOMPLISHED
1995

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1. Workshop in forest harvesting. Moramanga. 7-9 February 1995. 19 people for three days.
2. Workshop in forest harvesting. Fianarantsoa. 14-16 February 1995. 15 people for three days.
3. Workshop in forest harvesting. Antsiranana. 21-23 February 1995. 21 people for three days.
4. Basic computer training in WordPerfect and Lotus. August and September 1995. 10 people for 20 half-days.
5. Training forestry agents in forest inventory techniques. 28 September to 25 October. 11 agents for 19 days.
6. Training in cooperatives. Ankeniheny. 8 January to 16 February. 15 people in each of seven villages for two days.
7. Preparation of annual work plan for the Projet Forêts Classées. 16 and 17 January 1996. Mantsoa. 18 people for two days.
8. Workshop in agricultural cooperatives. Antsirabe. 4 February 1996. Eight people for one day.
9. Workshop in agricultural cooperatives. 6 February 1996. Antananarivo. Two people for one day.

CHAPTER IV

SHORT TERM TECHNICAL ASSISTANCE
1995

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1. RAMARSONA. Economist working on setting level of forestry fees. Two weeks.
2. Steve Dennison. Economist working on setting level of forestry fees. Four weeks.
3. Systèmes de Traitement de l'Information de Madagascar (STIM). Computer training at the DEF. August and September 1995. 20 half-days.
4. Centre de Formation Professionnelle Forestière (CFPF). Training in forest inventory techniques. Ankeniheny and Moramanga. September to November 1995.
5. Céline RATOVOSON. Socio-economist doing background studies in Bongolava. 60 days.
6. Gladys RAJAONARISON. Socio-economist doing background studies in Bongolava. 65 days.
7. Harivola ANDRIAMANANJARA. Socio-economist doing background studies in Bongolava. 65 days.
8. Fidèle RAHARIMALALA. Ecologist doing background studies in Bongolava. 60 days.
9. Bruno RAMAMONJISOA. Forester doing background studies in Bongolava. 30 days.
10. Sedera RAHOILIJAON. Forester doing background studies in Bongolava. 60 days.
11. Nazar RAMBOASAMIMANANA. Forester doing background studies in Bongolava. 60 days.
12. Josette RANDRIANARISON. Socio-economist doing background studies in Andavakoera. 62 days.
13. Jeannine RANDRIAMANANA. Socio-economist doing background studies in Andavakoera. 60 days.
14. James RAVALOSON. Socio-economist doing background studies in Andavakoera. 70 days.
15. Marion VAN SCHAİK. Forester doing background studies in Andavakoera. 30 days.
16. RAMAMDIMBISON. Ecologist doing background studies in Andavakoera. 60 days.
17. RANDRIHASIPARA Laurent. Forester doing background studies in Andavakoera. 60 days.
18. Michèle ANDRIANARISATA. Botanist working in Ankeniheny. 10 months, on-going.
19. Mario GAUTHIER. Forester establishing research plots in Ankeniheny. 3 months.

KNOWLEDGE AND EFFECTIVE POLICIES FOR
ENVIRONMENTAL MANAGEMENT

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ENVIRONMENTAL ENDOWMENT FUND

ANNUAL REPORT 1995

ASSOCIATES IN RURAL DEVELOPMENT, INC

CONTRAT USAID 687-0113-C-00-4053-00

ANNUAL REPORT 1995

INTRODUCTION

I. ENDOWMENT FUND PURPOSES AND GOALS

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Background

The rationale of an Endowment Fund is to provide continuous access to financial resources for a long term efforts, to manage the natural resources of Madagascar that are secure, in the face of changes in national policy, administrative and donor priorities. Under the management of a Malagasy Foundation, the endowment fund will help foster the growth of a national philosophy on natural resources management. It will seek the participation of a wide representation from Madagascar's NGO community and local society to forge a broad based consensus on the priorities and approaches for wise stewardship of the country's natural resources. The endowment is intended to increase the participation of NGOs in sustainable environmental management, to create innovative partnerships among NGOs - private sector and government agencies - and to develop a permanent source of financing to which, other donors are interested to contribute on the environmental conservation.

The fund is being capitalized by the GOM, in the amount of \$12 million equivalent in FMG, as part of its 25% contribution to the KEPEN program. Decisions regarding the fund's investment, management and stewardship will be solely the responsibility of the Board of Directors.

II. MAJOR ACHIEVEMENTS TO DATE

- Promulgation of the Law on the Foundation.
- Signatory of the Decree creating legally the Malagasy Foundation in Environment - TANY MEVA as an Institution for Public Interest

A. STATUS OF WORK

The following objectives are the one the Endowment Technical Advisor was working on in 1995 and the degree of achievement for each of them:

Objective 1 **Authorize legislation for the creation of the Environmental Endowment Fund**

Task 1 ■ Draft legislation in consultation with USAID, Min. Fin and a judicial consulting firm.

Output: ■ Draft law or bill authorizing the creation of the National Environmental Endowment Fund

Timing: ■ May - June 1995 (tentative date reported)

STATUS : REALIZED COMPLETELY : A new law regulating Foundations in Madagascar has been adopted by the National Assembly the 13th August and promulgated by the President of the Republic of Madagascar the 26th September 1995.

Objective 2: **Legal establishment of the Foundation**

Task 1: ■ Advise on the elaboration of a Draft Decree in consultation with two of the Founders and a Judicial consulting firm.
 ■ Assist the elaboration of the statute of the Foundation;
 ■ Monitor administrative procedures for the official agreement of the Foundation (Mar/June 1995);

Output: ■ Decree & statute approved by their corresponding administrative authority.

Timing: ■ May - June 1995

STATUS : REALIZED COMPLETELY : The Decree Interministériel of the Ministry of Interior and the Ministry of Finance was signed the 25th January legally creating the Foundation Malagasy en Environnement - TANY MEVA. This signatory also adopts the statute (or the article of incorporation) of the Foundation.

Objective 3 **Creation of the electoral committee to appoint the Board of Directors according to the agreement between GOM and USAID regarding the creation of the Foundation.**

- Task 1**
- Draft procedure regarding the selection of Board of Directors
 - Establish formal contact with all institutions involved in this process: GOM, USAID, Environmental NGOs, Social NGOs, Private sectors
 - Assist all institutions in their preparation session for the selection of their representatives
 - Participate in group preparatory meetings for the selection of their representatives
 - Brief all institutions on various legal and operational aspects of a foundation.
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Outputs ■ Selection Committee created

Timing: ■ June - August 1995

STATUS: According to the adoption of the new law in Sept 1995 and the legal creation of the Foundation the 25th January 1996, the timing has been delayed to the middle of the year 1996.

Objective 4: **Appointment of the Board of Directors**

- Task 1:**
- Elaborate appointment criteria of Board of Directors;
 - Brief the selection committee on the law governing the Foundation;
 - Advise on the process of selecting the Board of Directors;

Output: ■ Board of Directors appointed.

Timing: ■ July - September 1996

STATUS: Timing has been delayed to 1996 according to the new statute of the Foundation. The criteria to appoint the Board of Directors are included in the new article of incorporation of the Foundation. The other elements described in the Task will be done at the latest 9 months from the beginning of 1996.

Objective 5: **Physical establishment of the Foundation.**

- Task 1:**
- Logistic activities for the office space and equipment for the Foundation (Feb/ 1995);
 - Finalize office space installation (May - June 1995);

Output ■ Office space fully operational.

Timing: ■ July 1995

STATUS: REALIZED COMPLETELY A villa has been rented as the office space for the Foundation. We have reached an agreement with USAID for the electrical equipment, vehicle and the starting necessary office furnishing to adequately begin daily operations at the Foundation.

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Objective 6: Administrative establishment of the Foundation

- Task :**
- 1 - Elaborate job descriptions and Scopes of Work and assist in the selection of the Executive Secretary, Accountant, Investment Manager or Project Manager of the Foundation (May - Dec 1995).
 - 2 - Advise in establishing the budget for the Foundation (Nov 1994 - July 95)
 - 3 - Assist and supervise a short-term consultant in establishing the Foundation basic accounting plan.
 - 4 - Monitor the establishment of the accounting plan (May - Dec 1995);
 - 5 - Assist in the elaboration of the personnel policy (Dec. 1995)

- Outputs:**
- Staff members appointed;
 - Basic administrative procedures elaborated.
 - Accounting plan established.

Timing: ■ December 1995 - June 1996

STATUS:

Element 1 : Job description and scope of work of the key function of the Foundation have been drawn

Element 2 : We designed and had the Founders approval in September for a budget for the rest of the year 1995. We prepared the budget for the year 1996 to be approved by the Founders.

Element 3 : A short term consultant in financial and administrative procedures established the basic operation on the accounting system and operation of the Foundation in June 1995.

Element 5: We elaborated the manual regarding the policy for the employees of the Foundation.

Staff members have been appointed and the process of selection of employees underway.

Objective : Official inauguration of the Foundation

- Task 1**
- Prepare the opening of the Foundation (September - November 1995)
 - Create a logo for the Foundation (Sept- Nov 1995) that will provide greater visibility for the Foundation, its objectives and policies, to do so involve search for a design competition with awards.

Timing ■ Nov - December 1995

STATUS (Delayed to the 1st trimester of 1996)

Objectives 8 to 13 described in the 1995 annual workplan are to be realized in 1996 and 1997 only. They can be found in the 1996 Endowment Fund Workplan

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1. PROGRESS TOWARD ACHIEVING PLANNED OBJECTIVES AND OUTPUTS

With the promulgation of the law regulating the Foundation in Madagascar in September 1995, now we will be able to address during the scope of the project all major objectives necessary to set up the Foundation.

When one analyses each element of the remaining tasks for each objective to be done in the project, we can foresee that all those elements could be undertaken minimally before May 1996 which is the end of the KEPEM I. However this does not mean that every task or objective will be fully accomplished by that time. We are expecting that the basic elements for every task will be in place but not totally implemented for an approximately of 40% of them.

It is worth noticing that elements described in the task to accomplish objectives 3 and 4 are almost completed because they are already addressed in the ARTICLE OF INCORPORATION adopted by the Founders. For objectives 5 and 6, they too are almost completed by the development and the actual implementation of a basic administrative system to manage the Foundation.

We also achieved of the negotiation with the Founders to be able to provide all the necessary basic equipment for the operation of the Foundation such as computers, vehicles, office supplies, furniture.....

2. OTHER ACCOMPLISHMENTS

- a) - Developed, negotiated and implemented the first Budget of the Foundation (1995);
- Development, negotiation and adoption of the administrative budget of the Foundation and the grant amount to be spent in 1996;
- Development of a Policy for the employees of the Foundation;
- Elaboration of the Organigram of the Foundation;
- Elaboration of a basic manual of Procedures;
- Elaboration of the employment classification of the staff of the Foundation;
- Elaboration of the Salary Matrix;
- Negotiation with the Department of the Treasury, Ministry of Finance about the Interest Rate for the investment of the capital of the Foundation and the initiation of the creation of a balance portfolio between treasury bills, private Bank and hard currency;
- Management of the Investment portfolio of the Foundation.

BEST AVAILABLE COPY

b) As for Non For Profit organization (NFPO) the Technical Advisor participates a series of meetings with the Ad-Hoc Committee mandated by the NFPO to finalize the elaboration of a document describing the most important topics NFPO have to discuss among themselves, for all of Madagascar. They will exchange problems they are facing with in all aspects of the life of their organization.

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The survey of all known NFPO throughout Madagascar has been done.

A process of regional consultations with NFPO has been developed to exchange topics developed earlier and the result of those regional consultations to be discussed in a national forum held by NFPO.

This process aims at assembling all problems and elements faced by NFPO in order to elaborate new legislation pertaining to these kind of organizations. This process was stopped in June 1995 because we did not have the funds to operate these regional consultations and forum. At the end of 1995, money has been granted to accomplish this process.

The necessity to work on this matter for the Technical Advisor is that the Foundation will grant almost exclusively the NFPO and actually there is no real legal regulation on the administrative and financial aspect to operate this organization. If nothing changes, it will be very difficult to find a credible NFPO to grant funds to. Furthermore if those organizations do not follow internal and external rules, and if there is mismanagement of the money granted by the Foundation, the responsibility will be rejected to the Foundation.

**KNOWLEDGE AND EFFECTIVE POLICIES FOR
ENVIRONMENTAL MANAGEMENT**

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ENVIRONMENTAL ENDOWMENT FUND

PLAN DE TRAVAIL 1996

ASSOCIATES IN RURAL DEVELOPMENT, INC

CONTRAT USAID 687-0113-C-00-4053-00

PLAN DE TRAVAIL 1996

OBJECTIFS 1: Mise en place du Collège électoral pour la désignation des membres du Conseil d'Administration conformément au mémorandum d'accord entre le Gouvernement de Madagascar et USAID relatif au programme KEPEM. 102

Activités:

- Elaboration des procédures relatives à la sélection du Conseil d'Administration;
- Etablir des contacts avec toutes les institutions impliquées dans le processus GOM, USAID, ONG oeuvrant en environnement et dans le secteur social, les entreprises privées;
- Assister les intervenants dans la préparation des réunions pour la nomination de leurs représentants;
- Informer les différents groupes sur les aspects légaux, organisationnels et opérationnels de la Fondation.

Résultat: Le Collège électoral à désigner les membres du Conseil d'Administration conformément à la loi et au statut de la Fondation.

Date: Juin - Juillet 1996.

OBJECTIFS 2: Désignation des membres du Conseil d'Administration.

Activités :

- Elaborer les critères et procédures pour la désignation des membres du Conseil d'Administration;
- Informer le Collège Electoral des procédures légales et statutaires relatives à la Fondation en cette matière;

Résultat: Les membres du Conseil d'Administration sont désignés.

Date: Septembre 1996.

OBJECTIF 3: Mise en place du système de gestion et d'administration de la Fondation.

- Activité:**
- Elaborer les descriptions de tâche et celles de département, participer à la sélection du Secrétaire Exécutif, du responsable financier, du responsable programme subvention et autres employés (octobre 1995 à juin 1996).
 - Elaboration du budget de la Fondation (juillet 1995). EFFECTUÉ EN 1995.
 - Assister et superviser les Consultant à court terme pour la mise en place du plan comptable de la Fondation (Mai - Dec 1995). LES ELEMENTS DE BASE ONT ÉTÉ MIS EN PLACE DEPUIS AOUT 1995.
 - Superviser l'exécution du plan comptable (Mai - Dec 1995). DEPUIS AOUT 1995.
 - Assister à l'élaboration du manuel des employés de la Fondation (Dec 1995). EFFECTUÉ EN 1995.

- Résultats:**
- Embauche du personnel; PREMIERE SEMESTRE 1996.
 - Elaboration de procédure administrative de base. EFFECTUÉE EN 1995.
 - Elaboration du plan comptable. ELEMENTS DE BASE POUR L'OPÉRATIONALISATION MIS EN PLACE EN 1995.

Date : Décembre 1995 - Juin 1996.

OBJECTIF 4: Inauguration officielle de la Fondation.

- Activités:**
- Préparer l'ouverture de la Fondation (durant le premier semestre 1996);
 - Mise en place d'un concours pour l'obtention d'un logo pour la Fondation (premier semestre 1996).

- Résultats:**
- La Fondation est inaugurée officiellement (premier semestre 1996).

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OBJECTIF 5: Développer la capacité institutionnelle de la Fondation afin d'atteindre la mission et les objectifs énumérés dans les statuts de la Fondation.

- Activités 1:**
- Appuyer les membres du Conseil d'Administration sur le développement de la mission et des objectifs spécifiques de la Fondation;
 - Conseiller sur le développement du règlement intérieur de la Fondation;
 - Organiser une série de réunions d'information avec les bailleurs de fonds, les agences gouvernementales, les opérateurs et les Organisations à but non lucratif sur les différents aspects institutionnels, organisationnels et opérationnels d'une Fondation.
 - Préparer un séminaire avec les bailleurs de fonds, le personnel cadre et des spécialistes en environnement et levée de fonds afin de développer un plan de travail stratégique à moyen terme.
 - Participer à l'élaboration des plans de travail annuel des cadres et des départements de la Fondation.
 - Assister et superviser les consultants à court terme nationaux et internationaux pour la mise en place des politiques d'investissement, du programme et des processus d'octroi des subventions, de la politique en communication et relations publiques ainsi que la politique en recherche de nouveau fonds.

- Activités 2:**
- Etablir les besoins en formation du personnel en élaboration de plan de travail, de formulation de projet, de suivi et d'évaluation de projets.
 - Mise en place d'une procédure pour le suivi et évaluation des stratégies et activités de la Fondation à travers des ateliers et rencontres des différentes bénéficiaires.

- Activité 3:**
- Développement d'un système d'information sur les activités de la Fondation (transparence) telles que: un rapport annuel d'activité à chaque fin d'année ainsi qu'une résumé des subventions qui ont été accordées.

- Résultats:**
- Un document exposant la mission, les objectifs et les choix effectués par la Fondation pour ses interventions.
 - Règlement intérieur approuvé par le Conseil d'Administration;
 - Un plan de formation conforme aux besoins de l'organisation;
 - Un rapport annuel.

Date: - 1996

OBJECTIF 6: Développer un programme de Subvention.

Activités 1:

- Conformément à la mission et aux objectifs de la Fondation, participer à la définition du type de de projet que la Fondation appuyera et ceux qui ne recevront pas d'appui de même que pour les types d'organisation qui bénéficieront ou pas de l'appui de la Fondation;
- Organiser avec les principaux intéressés (Conseil d'Administration, représentants des bailleurs de fonds, membre du personnel, ONG internationales et organisations locales oeuvrant en environnement) un atelier afin de connaître les différentes visions inhérentes à Madagascar en regard de la gestion des ressources naturelles.
- Participer à une série d'ateliers internes qui vise au développement des aspects spécifiques du programme de subvention tels que: les subventions liées aux catastrophes écologiques, les subventions multiplicatrices d'impact (ex: formations sur thèmes spécifiques, publications...) projets à court terme, subventions sur plus d'une année, etc....
- Développer une procédure d'évaluation d'impact des projets subventionnés;
- Développer une processus d'évaluation permanente pour le programme de subvention et créer une procédure d'évaluation d'impact après les subventions.

Activités 2:

- Développer un système de gestion et de suivi pour les dons spécifiques accordés par les donateurs de même que ceux octroyé par la Fondation;
- Développer un programme d'investissement du patrimoine de la Fondation qui offre un excellent rendement et un niveau de flexibilité substantiel afin d'attirer les donateurs potentiels dans le secteur de l'environnement.
- Développer un système comptable multi-devises rigoureux et fiable pouvant fournir toutes les informations requises aux éventuels donateurs.

Résultats:

- Une programme de subvention en place;
- Un système de suivi en place;
- Une politique d'investissement en place.

Date:

- Programme et processus en cours d'élaboration à partir de mars 1996;
- Expérimentation, mars 1996 à mars 1997;
- Evaluation de Janvier 1997 à fin mars 1997;
- Réorientation et/ou ajustement, avril, mai 1997.

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OBJECTIF 7: Développement du processus d'octroi des subventions.

- Activités:**
- Assister à l'élaboration du plan d'octroi des subventions et participer à des ateliers régionaux de consultations afin d'évaluer les capacités des OSBL, des communautés locales, des Organisations privées et publiques et recevoir les nouvelles idées pour l'identification des besoins de ces communautés.
 - Assister à l'élaboration des règles et critères pour les demandes de subvention, le processus de dépouillement et analyse des demandes, la méthodologie d'octroi des subventions, le suivi des subventions et l'évaluation périodique du système et procédures mises en place.

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- Résultats:**
- La politique et le processus d'octroi des subventions en place

- Date:**
- Documents préliminaires en Décembre 1995;
 - Politique et processus en place vers Juin 1996;
 - Expérimentation de Mars 1996 à Mars 1997;
 - Evaluation de Janvier 1997 à Fin Mars 1997;
 - Ajustement, Avril, Mai 1997.

OBJECTIF 8: Développer et mettre en place une politique de recherche de fonds et/ou donation.

- Activités:**
- Assister le Conseil d'Administration et le Comité de direction dans le développement d'une stratégie de recherche de fonds et de levée de fonds sur le plan interne et au niveau international;
 - Participer au développement des campagnes de levée de fonds spécifique: événements spéciaux, donations individuelles et/ou legs, sollicitations des sociétés, industries et fondations privées.
 - Développement de donations pour des objets spécifiques.

- Résultats:**
- Une politique de recherche et de levée de fonds axée sur l'intérêt des donateurs pour le financement de la gestion des ressources naturelles.

- Date:**
- Politique et processus en place vers Juin 1996;
 - Expérimentation de Septembre 1996 à Mars 1997;
 - Evaluation de Mars 1997;
 - Ajustement, Avril, Mai 1997.

OBJECTIF 9:

Mise en place d'une politique de communication et de relation publique.

Activités:

- Assister la Fondation dans l'établissement d'une politique efficace de communication avec les différents secteurs et organisations oeuvrant à l'intérieur de la sphère d'activité de la Fondation.
- Appui à la définition des types de communication médiatiques spécifiques appropriée pour chaque secteur d'activité: les bénéficiaires (communautés locales, les OSBL, les universités, centres de recherche, agences gouvernementales), les donateurs (nationales et internationales), les organisations financières, les autres groupes donateurs tels que les ONG internationales, les sociétés et gouvernements et le public en général.
- Développer des publications attrayantes et du matériel visuel de publicité tel que rapports annuels, lettres d'information, brochures et prospectus sur différents sujets et/ou thèmes, montages vidéo, audio et photographiques.
- Développer des relations étroites avec les médias: journaux, radios et télévisions au niveau local et national.

Résultats:

- Une image institutionnelle de haute qualité reflétée à travers un matériel de relation publique adaptée à chaque composante des constituantes de la Fondation.

Date:

- Ebauche d'une politique et d'un processus de communication vers juin 1996;
- Expérimentation de juin 1996 à mars 1997;
- Evaluation de janvier 1997 à fin mars 1997;
- Ajustement, Avril, Mai 1997.