

# ANNUAL WORKPLAN

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## MIARO Program

*Maintaining Biological Integrity of Critical Biodiversity Habitats  
Associate Cooperative Agreement No. 687-A-00-04-00090-00*

**JANUARY 1, 2006 – DECEMBER 31, 2006**



## **PROJECT SUMMARY**

Project Name: **MIARO**

Project activity: **Maintaining Biological Integrity of Critical Biodiversity Habitats**

Cooperative Agreement No.: **687-A-00-04-00090-00**

Project period: **May 17, 2004 – September 30, 2008**

Implementing Organization: **Conservation International – Madagascar in partnership with WCS, WWF and PNM ANGAP**

Planning Period: **January 1, 2006 – December 31, 2006**

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## LIST OF ACRONYMS

<b>ANGAP</b>	<i>Association Nationale pour la Gestion des Aires Protégées (Parcs Nationaux Madagascar ANGAP)</i>
<b>BPC</b>	Business Planning for Conservation
<b>CAS</b>	California Academy Sciences
<b>CD</b>	Compact Disc
<b>CDM</b>	Clean Development Mechanism
<b>CEPF</b>	Critical Ecosystem Partnership Fund
<b>CI</b>	Conservation International
<b>CIREEF</b>	<i>CIRconscription de l'Environnement, des Eaux et Forêts</i>
<b>CISCO</b>	<i>Circonscription Scolaire</i>
<b>CITES</b>	Convention on International Trade in Endangered Species
<b>COAP</b>	<i>Code des Aires Protégées</i>
<b>CONARAMS</b>	<i>Comité National RAMSAR</i>
<b>CRD</b>	<i>Comité Régional de Développement</i>
<b>DGEF</b>	<i>Direction Générale des Eaux et Forêts</i>
<b>DIR</b>	<i>Direction Inter-Régionale (Regional Offices)</i>
<b>DIREEF</b>	<i>DIRection Régionale de l'Environnement, des Eaux et Forêts</i>
<b>DVG/GVD</b>	Durban Vision Group
<b>Env/RD</b>	Environment /Rural Development
<b>EP3</b>	Madagascar's Environmental Program Phase 3
<b>FAGEC</b>	<i>Fonds d'Appui à la Gestion Environnementale des Communes</i>
<b>FUNBIO</b>	<i>Fundo Brasileiro para a Biodiversidade</i>
<b>GCF</b>	Global Conservation Fund
<b>FLR</b>	Forest Landscape Restoration
<b>FTM</b>	<i>Foibe Taotsaritanin'I Madagasikara</i>
<b>GDRN</b>	<i>Gestion des Ressources Naturelles</i>
<b>GOM</b>	Government
<b>GSPM</b>	<i>Groupe de Spécialistes en Plantes Menacées</i>
<b>HIPC</b>	Heavily Indebted Poor Country
<b>HQ</b>	Headquarter
<b>IEEG</b>	<i>Indice d'Efficacité de Gestion</i>
<b>IUCN</b>	International Union for Conservation of Nature and Natural Resources – The World Conservation Union
<b>JME</b>	<i>Journée Mondiale de l'Environnement</i>
<b>LWA</b>	Leadership with Associates Award
<b>MBG</b>	Missouri Botanical Garden
<b>MECIE</b>	<i>Mise en Compatibilité des Investissements avec l'Environnement</i>

<b>MINENVEF</b>	<i>Ministère de l'Environnement, des Eaux et Forêts</i>
<b>MIST</b>	Management Information System
<b>MPA</b>	Marine Protected Area
<b>NEAP</b>	National Environmental Action Plan
<b>NGO/ONG</b>	Non-Governmental Organization
<b>PA</b>	Protected Area
<b>PADR</b>	<i>Plan d'Actions pour le Développement Rural</i>
<b>PAGE</b>	<i>Projet d'Appui à la Gestion de l'Environnement</i>
<b>PGC</b>	<i>Plan de Gestion de la Conservation</i>
<b>PRSP</b>	Poverty Reduction Strategy Paper
<b>PTA</b>	<i>Plan Annuel de Travail</i>
<b>RAPPAM</b>	Rapid Assessment Program on Protected Areas Management
<b>REPC</b>	<i>Réseau des Educateurs et Professionnels de la Conservation</i>
<b>RES</b>	Restoration Ecosystem Services
<b>RM</b>	Results Module
<b>RUG</b>	<i>Réunion des Unités de Gestion</i>
<b>SO6</b>	Strategic Objective 6
<b>SSEE</b>	<i>Système de Suivi de l'Etat des Ecosystèmes</i>
<b>STTA</b>	Short-term technical assistant
<b>SAPM</b>	<i>Système d'Aires Protégées de Madagascar</i>
<b>SAS</b>	<i>Service Appui Santé</i>
<b>SAT</b>	<i>Service Appui Technique</i>
<b>TDR/TOR</b>	Terms of Reference
<b>TDY</b>	Temporary Duty
<b>TNC</b>	The Nature Conservancy
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>USAID</b>	United States Agency for International Development
<b>WB</b>	The World Bank
<b>WCPA</b>	World Commission on Protected Areas
<b>WCS</b>	Wildlife Conservation Society
<b>WWF</b>	World Wildlife Fund / World Wide Fund for Nature
<b>ZPC</b>	<i>Zones de Priorités pour la Conservation</i>

## **LIST OF RESPONSIBLES PER ORGANIZATION**

<b><u>ANGAP</u></b>	DAF:	<i>Directeur Administratif et Financier</i> – José Ravelomanantsoa
	DG:	<i>Directeur Général</i> – Guy Suzon Ramangason
	DGA:	<i>Directeur Général Adjoint</i> – Charles Rakotondrainibe
	DOP:	<i>Directeur des Opérations</i> – Herijaona Randriamanantenasoa
	DRH:	<i>Directeur des Ressources Humaines</i> – Faustin Randrianalison
<b><u>CI</u></b>	BR:	Bruno Rajaspera
	FH:	Frank Hawkins
	LR:	Léon Rajaobelina
	MA:	Michèle Andrianarisata
	TR:	Teddy Ramaroson
<b><u>WCS</u></b>	DM:	David Meyers
	HC:	Helen Crowley
	HR:	Herilala Randriamahazo
	RV:	Ray Victurine
	ES:	Esteban Brenes
<b><u>WWF</u></b>	GR:	Gérard Rambeloarisoa
	JP2:	Jean-Paul Paddack
	JPDH:	Jean-Pierre D'Huart
	MDL:	Marie De Longcamp
	MEN:	Martin E. Nicoll
	MM:	Melissa Moyer
	NR:	Nanie Ratsifandrihamanana
	SR:	Simon Rafanomezantsoa

## I. SUMMARY

This document covers activities envisaged for the MIARO program between 1 January – 31 December 2006, funded by USAID under the « Maintaining Biological Integrity of Critical Biodiversity Habitats », Leader Award No. LAG-A-00-99-00046-00

The major theme of the MIARO program, led by Conservation International, in partnership with Wildlife Conservation International (WCS), World Wide Fund for Nature (WWF) and National Parks Madagascar (ANGAP), will be support the implementation of the « Durban Vision », as expressed by the President of Madagascar in September 2003. The Durban Vision consists of increasing the surface under protected area management from 1.7 M Ha in 2003 to 6 M ha in 2008, over the life of the third phase of the National Environmental Action Plan (NEAP). MIARO is supporting the planning and creation of these new protected areas and also brings complementary initiatives within the context of the NEAP, through partnership in the USAID Alliance under USAID's SO6 Environment/Development component.

Last year saw MIARO support the establishment of many of the first steps in the Durban Vision. The first set of new protected areas started the initial phase of creation, and a set of other sites are far enough advanced to presume that their arêtes will be signed in 2006. The enabling legislation for this was created, the trust fund is now operational, and interest of investors in contributing to the management of protected areas has never been higher. The government engaged to provide 8% of debt relief to the management of protected areas, and the other donors to the trust fund strengthened and in some cases increased their commitment. We have learned a lot as well as achieving a lot during the last 18 months of MIARO. We will therefore see some reorientation of MIARO activities, and in particular 2006 will see MIARO expanding its effort. We are not yet satisfied with the progress made.

The biggest challenges are:

- a. Ensuring that we know the contribution of each protected area of the network, present and planned, to the conservation of Malagasy biodiversity, through a collaborative and scientifically rigorous process. Investment support to each park in the network should at least be partly based on this strategic contribution, combined with an analysis of pressures on each
- b. Sustaining progress in creating the new protected areas, through the integration of consultation methodologies and zoning to produce an equitable and economically persuasive model for protected area implementation
- c. Taking the lessons from the successes of the management support developed for ANGAP and adapting them to the new community-managed protected areas. Particular areas of focus will be conservation management plans, ecotourism management plans and synthetic business plans
- d. Integration of the protected areas into regional development business plans, in particular:
  - Bringing in investors to support complementary development investment around the new protected areas, in particular in agricultural infrastructure and ecotourism

- Strengthening awareness of ecosystem services in the region of the corridor and investigating mechanisms for the transfer of benefits to communities close to the forest- we will focus on carbon and water
- Focusing sectoral investments to produce the most complementary set of benefits to those of biodiversity- for instance through mining biodiversity offsets

This list concerns only those results that are a refocusing of MIARO effort. The Sub-Results Modules that will contribute to these impacts are listed after each, and activities that will continue as before are not mentioned.

The ultimate success of the whole protected area network will depend on their economic contribution to the regional and national economy, and the extent to which that contribution is recognized at regional and national levels.

## **II. PROJECT ACTIVITY**

### **RESULT MODULE I: ECOLOGICAL LINKAGES WITHIN AND BETWEEN LANDSCAPES ESTABLISHED AND/OR MAINTAINED BY EXPANDING BIODIVERSITY HABITAT CONSERVATION**

#### **A. Sub Result Module Objectives**

##### **1.1. Promote the definition of policy and legal parameters for the establishment of new protected areas**

After the first IUCN expert mission, it has been decided to establish a protected area system in Madagascar with a broader array of governance categories and types. A set of tools has been developed as part of the establishment of Protected Area System. The process was initiated at regional level last year to help build up the system from the grassroots level. In 2006, the process will gain strength, and tools will be developed on the basis of field experiences.

Inventories of the Community Conserved Areas throughout Madagascar will also be conducted for the governance part. Governance experts' support will be sought to clarify new protected area management methods.

For the regulatory framework, the Cabinet approved the establishment decree of the Protected Area System in Madagascar in December last. However, there is need to consider in this legal framework some limitations of the decree with regard to wetlands and marine/coastal areas, namely the issue on trade of wild animals in the protected areas. This issue will be cleared up during the review of legal texts with the support of legal experts in order to proceed with the establishment of protected areas for wetlands and marine and coastal areas.

For 2006, the team will provide technical support to the promoters in the various steps of establishment of new protected areas until the establishment decree is obtained.

To increase the understanding of protected areas by key groups, informative workshops on the Protected Area System of Madagascar at regional and local levels will be continued. A communication strategy with a common and harmonized language is important, and communication would rather focus on land use planning. For this purpose, films on land-protected areas will be produced in the Anosy and Makira regions.

In addition, surveys on the economic evaluation of SAPM approach will be conducted in two terrestrial environments (Makira and Mikea Sud) and one marine environment, and approaches that cater both to sustainable management and biodiversity conservation, such as ecotourism, will be developed to demonstrate how the approach contributes to poverty reduction. The results of these surveys will then be shared to the key groups.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget elements
1.1.1. Conduct policy review and make recommendations for IUCN categories and management options	Refine the document "General orientations" and tools sent by IUCN experts based on the experiences at regional and local levels.	Jan - Jun	MA	Groupe technique, secretariat technique (central)	National	Meetings, field missions
1.1.2. Review and clarify options for management and ownership of future protected areas		Jan - Jun				
1.1.3. Propose and implement legal status for the System of Protected Areas in Madagascar	Support the promoters during the process of creation and for the implementation of legal status	Jan - Dec	MA	Secretariat technique (central, provincial, regional)	Priority sites	Meetings, field missions
1.1.4. Improve perceptions relating to protected areas among key groups such as political decision-makers, communities neighboring protected areas and the general public, especially concerning economic issues, contribution to poverty reduction	Organize workshop at regional and local levels: <b>Regions:</b> Mikea Nord et Ranobe, Bongolava, Andavakoera et autres sites prioritaires dans la region de DIANA, Tranomaro- Ambatoabo et autres sites prioritaires dans la région de l'Anosy, corridor Marojejy et Anjanaharibe Sud, sites en dehors du corridor Zahamena-Ankeniheny et Ranomafana- Andringitra-Ivohibe- Vondrozo, Manambolomaty, Zones humides, Marins/cotiers, Haute terre du Nord	Jan - Dec	MA	Secretariat technique (central, provincial, regional), WWF, WCS, Commission Environnement/Pêche, stakeholders at provincial et regional level	Priority sites	Workshops
	Conduct economic evaluation to "SAPM" approach (case studies on new protected areas creation" [marine, terrestrial]	Jan - Dec	WWF, WCS		Makira, Mikea Sud, Marine	STTA local

Produce and disseminate messages based on the result of cost/benefit analyses to key targeted audiences	Jan - Dec	Groupe communication	Secretariat technique (central, provincial, regional), WWF, WCS, Commission Environnement/Pêche, stakeholders at provincial et regional level		
Produce visual aid for example film on terrestrial protected areas	Jan - Dec	WWF, WCS		Makira, Anosy	Film production
Develop innovative tools and approaches to a sustainable management and conservation of biodiversity, emphasizing the role of civil society, private sector, and central and regional governments in promoting tourism development that supports biodiversity conservation	Jan - Dec	Norotiana			
Inform key groups and secretariats techniques (provincial and regional) on the advancement of SAPM implementation and share continuously the experiences	Jan - Dec	MA	Secretariat technique (central)	National	Meetings, training, production of communication tools

### **1.2. Identify and promote potential new protected areas in consultation with regional and local actors**

In the new priority sites, scientific workshops will be held to identify important ecosystems for biodiversity conservation. During these scientific workshops, proposals may be made to demarcate new protected areas and priority conservation areas (hard core). Such proposals will serve as basis for the discussion during consultations and negotiations at Commune level.

In natural resource management, a holistic vision should be adopted by integrating SAPM activities, forest zoning, sustainable forestry production, reforestation, and management transfer into the land use planning while considering other sectors. For the establishment of SAPM, it was time and again emphasized that synergy need ensuring between the zoning process and priority setting activity for the identification of priority sites in the establishment of new protected areas. Two platforms will be put in place at national level through a restructuring of the joint steering committee based on two major components, including the “zoning-based GDRN group”, and “Necessary conditions” group. These two groups will also be represented at regional level. To improve zoning data, the needs for information in conservation

priority at regional level (biodiversity, habitat, GIS, MARXAN based analysis) will have to be identified with CIREEFs, and assistance will be provided to them in data collection.

Regarding conservation planning methodologies, it is anticipated that some support be provided to the new priority protected areas in management plan development, monitoring and evaluation systems. These priority sites include Mikea, Makira, Ranobe, Anosy Region, and other sites to be identified through the SAPM process.

Under the priority area identification process, the priority area map for biodiversity conservation will be finalized by using the work plan developed by the taxonomic group with the support of an international Consultant (Bob Pressey). Other partners will also be involved in the process, including Ministries, University, and national organizations, and financial partners' contribution to activity implementation should be ensured.

As for the identification of future priority areas, the map on forest cover change (2000-2005) will be used to assess critical habitat losses. We should also make sure that the map is made available to all Officials. Collaboration with CI/Washington will be necessary to integrate the priority areas for the establishment of new protected areas into the fire monitoring and analysis system

Communication is a very important component in the establishment of Protected Area System in Madagascar. In 2005, communication outposts (relays) in the Anosy region, Fianarantsoa, Toamasina, Mahajanga, and Toliary were put in place. Communication schemes were designed for the Anosy region, Fianarantsoa and Toamasina. For 2006, support is expected to be provided to the communication commission in implementing the communication schemes and plans in USAID priority ecoregions, and supporting the regions outside of priority ecoregions, including Mikea, Makira, Mahafaly to work out their communication plans.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
1.2.1. Facilitate a collaborative effort of key stakeholders to identify and map sensitive natural ecosystems of importance for biodiversity, within the context of broader forest zoning	Organize planning workshop for each priority site and identify sensitive natural ecosystem which are important for biodiversity conservation (scientific workshop) <b>Priority sites :</b> Bongolava, Andavakoera, Tranomaro- Ambatoabo et autres (Anosy), Corridor Marojejy- Anjanaharibe Sud, sites en dehors Zahamena- Ankeniheny, et Ranomafana- Andringitra- Ivohibe, Manambolomaty, zones humides, marins/cotiers, Haute Terre du Nord	Jan - Jun	MA	Secretariat technique (central, provincial, regional), WWF, WCS, Commission Environnement/Pêche, stakeholders at provincial et regional level	Priority sites	Workshops

1.2.2. Develop a common understanding of relationships between forest zoning and conservation priority-setting	Work with "unité de coordination" at DGEF and JARIALA to see the complementarities between zoning activities and conservation prioritizing setting activities and share information at provincial, regional and local level	Jan - Mar	MA	Secretariat technique (central), JARIALA, DGEF	National	Meetings
1.2.3. Collectively synthesize recommendations of terrestrial priority-setting and planning exercises to produce urgent priorities for conservation	Produce map of sensitive areas for each priority site and proposed limits of new protected areas and ZPC	Jan - Jun	MA	Secretariat technique (central, provincial, regional), WWF, WCS, Commission Environnement/Pêche, stakeholders at provincial et regional level	Priority sites	Workshops
1.2.9. Work with key CIREEFs and regional concertation platforms to identify regional biodiversity priority information needs, and means of integrating this with zoning plans	Identify information needs and support the collection of necessary information depending on their availability (biodiversity, habitat, SIG, MARXAN)	Jan - Dec	MA	Secretariat technique (provincial et central), JARIALA, ERI	Priority sites	Assistance et conseils ponctuels
	Linked to activity 2.1.5 for ANGAP	Jan - Dec				
1.2.4. Work with appropriate bodies (CONARAMS, technicians, ministries) to identify marine and freshwater conservation priorities and localize to sites	Identify support needs for the appropriate wetlands and marine conservation bodies for prioritization	Jan - Jun	Herilala (WCS)			
1.2.5. Work with government planners to adopt conservation planning methodologies through workshops and on-the-job training.	Linked to activity 2.2.6 for ANGAP		JLM, JPDH, MEN, SR			
1.2.6. Complementary priority areas for conservation activity collectively identified using threatened and restricted-range species data	Finalize the biodiversity priority area map following the workplan developed with Bob Pressey (linked to 1.2.11) This analyses will include consideration of the viability of populations in the priority areas	Jan - Jun	MA	Taxonomique group (DGEF, WCS, CI, WWF, CAS, DURRELL, RBG, MBG, GTI, ONE, etc.)	National, Provincial, Regional	Meetings, field missions, STTA expenditures

1.2.7. Technicians conduct gap analyses through review of species distributions and environmental modeling analysis	Consult with taxonomic expert to verify the biodiversity priority map	Jan - Jun				
1.2.8. In collaboration with technical partners review critical habitat loss threats to identify future priorities	Produce forest cover change map between 2000 and 2005	Jan - Dec	CI/JARIALA	Taxonomique group (DGEF, WCS, CI, WWF, CAS, DURRELL, RBG, MBG, GTI, ONE, etc.)	National, Provincial, Regional	
	Insure that forest cover change map is distributed and well interpreted	Jan - Dec				
	Integrated priority sites within fire analyses and put in place system to communicate the information	Jan - Dec				
1.2.10. Communication plan established and implemented to identify and mobilize support for policy initiatives based on threats analysis, at local, regional and national level	Support regions outside USAID priority areas(Mikea, Makira, Mahafaly) in establishing their communication plans	Jan - Jun	Hajasoa	Groupe communication, secretariat technique, WWF	National, Provincial, Regional	Workshops, STTA loc
	Support USAID priority areas for the implementation of their communication plan	Jan - Jun				
1.2.11. Database of key biodiversity data developed as a tool for planning and monitoring the new and potential protected areas	Development of database interaction tool to allow researcher data entry and training workshop for its use. Development of website to allow access to users remote access to data	Jan - Sept	WCS (Aristide, Dimby)			

### 1.3. Establish new protected areas

Activities mainly relate to providing support to field partners in the areas outside of USAID priority ecoregions, including Mikea Nord, Ranobe, Bongolava, Andavakoera, Marojejy-Anjanahary Sud corridor, Manambolomaty, wetlands (Alaotra, Mahavavy-Kinkony), marine/coastal areas, northern high mountain. Support will consist in preparing consultations and negotiations at commune level, as also working out a development pattern and plan with final boundaries.

Regarding the legal texts providing the status of protected area, support will be provided to the new protected area management team along the establishment process.

To build the capacity of the management team, a guide for the establishment of new protected areas, management, negotiation, and expanded communication strategy that meets the field requirements will be developed by the technical group to help field teams establish the new protected areas. The management team of the new protected areas should also be supported for their self-evaluation, and assisted in identifying training needs.

A work plan for 2006 will also be developed with the support of Technical Secretariats at central, provincial and regional level to facilitate the establishment of SAPM and to secure a comprehensive vision.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
1.3.1. Region-level maps of Sensitive Areas, Biodiversity, with Business as Usual Scenarios integrated into regional zoning processes in five areas outside USAID priority areas, produced in collaboration with regional zoning committees, CIREEFs and partners to aid decision-making, prioritization of interventions within the landscape	Produce map with the results of scientific workshop, primary forest, "transfert de gestion", mining concession, legal logging concession, limits of communes <b>Priority sites:</b> Mikea Nord, Ranobe, Bongolava, Andavakoera, Corridor Marojejy-Anjanaharibe Sud, Manambolomaty, ZH, marins/cotiers, Haute Montagne du Nord	Jul - Dec	MA	Secretariats techniques (central, provincial, regional), WWF, WCS, stakeholders at provincial et regional level	Priority sites outside USAID priority areas	STTA local
	Training in methods for consultation and negotiation at communal level	Jul - Dec				Meetings
	Support in developing "schema d'amenagement", plan d'amenagement definitif with limites definitives	Jul - Dec				Meetings
1.3.2. Identify capacity and resource requirements to establish and manage new protected areas	Facilitate auto evaluation of new protected areas management teams and help to identify training needs	Jan - Jun	MA	Secretariats techniques (central, provincial, regional), WWF, WCS- REPC	Priority sites outside USAID priority areas	Workshops, STTA loc
1.3.3. Work with responsible agencies to build their capacity to organize and execute the logistics of managing protected areas including development of management plans in new PAs	Included in activity 2.1.4	Jan - Mar	MA	Groupes techniques, WWF, WCS	National	

1.3.4. Catalyze funding and support to implement priority areas through sustainable financing measures identified under RM4						
1.3.5. Priority conservation zones areas legalized	Assist organization of new protected areas management teams and provide appropriate information on the creation process	Jul - Dec	MA	Secretariats techniques (central, provincial, regional), stakeholders at provincial et regional level	National, Priority sites	Meetings
1.3.6. Regularly synthesize regional visions at national level	Improve communication between secretariat technique at regional and provincial level and secretariat technique in Tana	Jan - Dec	MA	Secretariats techniques (central, provincial, regional)	National, provincial, regional	Meetings, assistance

#### **1.4. Refine conservation priorities in USAID priority eco-regions**

USAID alliance members in USAID priority ecoregions are informed on continuous basis of the progress in the establishment of new protected areas, and integrated into all the process steps.

The Ranomafana-Andringitra-Ivohibe corridor and 5 new sites in the Anosy region (Ambatotsirongorongo, Mandena, Sainte Luce, Ankodida, Nord Ifotaka) will be established in the first half-year of 2006.

As regards the Ankeniheny-Zahamena corridor, work in the year 2006 will focus on consultations at village level in order to work out the PA final boundaries, and on the management methods of the various units to secure a final establishment decree. The costs of these activities will be worked out based on a budget prepared by the DIREEF team. It should be noted that a major part of the costs related to consultation will be met by World Bank funds via DGEF, and MIARO will finance the activities prior to these consultations and management tools preparation (in relationship with RM2 with the support of Martin Nicoll James McKinnon and Jean-Pierre d'Huart).

For the Ranomafana-Andringitra-Ivohibe corridor, field activities relate to district level consultations and preparation of the development pattern in order to secure an interim order on protection in June 2006.

An assessment of DGEF, DIREEF, CIREEF, CEF, and Fishery management staff training needs will be made as part of the establishment and management of the new protected areas. Collaboration with REPC will be necessary for protected area management training.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
1.4.1. Work closely with implementers of USAID Ecoregional Planning and Agriculture/Trade contracts to determine common vision of importance for conservation and mechanisms for identifying priority areas and actions	Participate to USAID Alliance meeting and share continuously information on the implementation of SAPM with implementers of USAID Ecoregional Planning and Agriculture/Trade contracts	Jan - Dec	MA	Secretariats techniques, WWF, WCS, membres de l'Alliance USAID	USAID priority areas	Meetings
1.4.2. Take results of activities 1.1.4, 1.2.5, 1.2.6, 1.2.7 and 1.3.1 and produce locally-relevant strategic data analyses of biodiversity conservation priorities in collaboration with local technicians and authorities	Find strategic data analyses and balance national priorities with regional priorities	Jan - Dec	MA	Secretariats techniques (provincial, regional), taxonomic group	National, USAID priority areas	Meetings
1.4.3. Work with local partners and authorities to identify planning processes and to negotiate strategic vision for biodiversity conservation in the context of forest zoning	Elaborate plan de gestion de la conservation and plan de gestion du corridor	May - Jun	MA	Secretariats techniques, WWF, WCS, membre de l'Alliance USAID, stakeholders at provincial et regional level	USAID priority areas	Workshops
1.4.4. Region-level maps of Sensitive Areas, Biodiversity, with Business as Usual Scenarios integrated into regional zoning process produced in collaboration with regional zoning committees and partners to aid decision-making	Continue the consultation and negotiation at communal level (limit of new protected areas, ZPC, management objectives of new protected areas, zoning)	Jan - Jun	MA	Secretariats techniques (central, provincial, regional), WWF, WCS, stakeholders at provincial et regional level	USAID priority areas	Workshops
	Elaborate the "schema d'aménagement", plan d'aménagement définitif with limit définitif	May - Jun				Meetings
1.4.5. Identify capacity and resource requirements for establishment and management of new protected areas, and extension of existing protected areas and train personnel	Conduct training needs assessment within DGEF (including DIREEF, CIREEF, CEF) et la Direction de la Pêche	Jun - Dec	MA	Secretariats techniques (central, provincial, regional), WWF, WCS- REPC	USAID priority areas	Workshops
	Provide training modules in protected areas management	Jun - Dec	MA	WCS- REPC	National	

### **1.5. Develop forest restoration functions and procedures in USAID priority eco-regions**

In 2005 several workshops were held for the promotion and dissemination of forest restoration in Madagascar. Exchanges have been initiated and at least two restoration projects are under implementation (Fandriana-Marolambo and Andasibe-Mantadia) apart from those carried out by QMM and DYNATEC and others already put in place by WCS in Masoala.

DGEF will be supported to take the lead in formulating and adopting a forest restoration strategy. Networking and pooling of forest restoration practitioners will be increased this year. Interactions with the outside world and among ongoing programs will be established through support missions and field visits/exchanges.

The experiences and knowledge drawn from these activities will be built upon and shared among all concerned. The restoration-working group will operate as a platform integrating all stakeholders that will work to harmonize actions, build practitioners' capacities, and promote forest restoration. Foreign experts' support through workshops, conferences and field visits will be continued. To move forward more quickly, supports to themes or activities deemed priority ones and assuming general interest will be provided to a few field projects for them to increase and expand their activities.

#### **The Restoration of Ecosystem Services (RES) : Vohidrazana-Mantadia project or Tetik'asa Mampody Savoka (TAMS): Vohidrazana – Mantadia<sup>1</sup>**

The project is pioneering in several respects in:

- ♦ Facilitating the repair of ecosystem processes and services through ecological restoration and rehabilitation.
- ♦ Use of a landscape level approach to generate a stable functional unit comprising a mosaic of many activities.
- ♦ Harnessing the emerging market in ecosystem services, specifically restoring natural climate regulatory systems, in compliance with the CDM of the Kyoto Protocol.

It is anticipated that full-scale implementation of all land-use based project activities will commence January 2007, including planting 368 hectares for natural forest restoration within the targeted restoration corridor zone between Vohidrazana and Mantadia. A series of processes and mechanisms are being developed during 2006 to achieve capacity for this undertaking, including:

- ♦ Establishment of strategically located nurseries with a high production potential. This requires ongoing research into propagation techniques for native forest trees, enhancement of health and survival of nursery-raised trees through inoculation with mycorrhizal fungi, etc.
- ♦ Identification of initial 1000 hectares for natural forest restoration involves mapping land use and vegetation cover, CDM eligibility and the land tenure situation within targeted natural forest restoration areas prior to development of site-specific strategies in collaboration with inhabitants of the sites.

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<sup>1</sup> Formerly referred to as the carbon project

- ♦ Establishment of demonstration plots for all 6-project restoration and rehabilitation activities along with training of partner organizations to establish equivalents in their intervention zones.
- ♦ Establishment of community-based organizations, nurseries and land use management plans.
- ♦ A legal study clarifying the relationship between land and carbon tenure.
- ♦ Mobilization of the Guichet Foncier process in the project area.
- ♦ Refinement of project organizational structures, and establishment of the project management entity.

**Project Restoration in Didy**

Subsequent to the field evaluation conducted by MBG team on Didy restoration in October 2005, a number of recommendations were made and submitted to DGEF. Short term actions include a site visit with Ambatondrazaka CIREEF, Moramanga CI/MIARO Official, and WWF restoration Official; then, planning of urgent actions i.e. scheduling the activities that can be carried out during 2006. It may be noted that ERI will also participate in this mission as they will carry out some activities in Didy.

Short term, medium term, and long term actions are included in this action plan. Urgent short-term actions will be financed by MIARO, with possibilities of substantial additional funding from Virginia Tech SANREM.

Between the medium and long-term recommendations, a series of surveys are scheduled for the years to come.

<b>Sub RM activities</b>	<b>Activities</b>	<b>Period</b>	<b>Responsible</b>	<b>Partner</b>	<b>Localization</b>	<b>Budget element</b>
1.5.1. Help to improve policy and/or institutional conditions as necessary in favor of restoration or to reduce potential constraints, and review potential contribution of forest restoration to conservation objectives in USAID priority areas	Census of restoration practitioners and organization of workshop to outline a forest restoration strategy	Mar - Apr	Gerard, Jeannick	CI, WCS, WWF,		Survey
	Refine the strategy of forest restoration	May - Jun		WWF, CI, WCS, DGEF		
	Integrate forest restoration with the national reforestation strategy and policies	Nov - Dec				Workshops
	Collect and analyze ongoing project practices, to learn lesson for improving the strategy	Nov - Dec				Assessment
	Stimulate restoration working group and re-define its's ToRs, with champion of DGEF	Mar - Dec			DGEF and stakeholders	

	Determine the potential area for forest restoration within the USAID priority area	Sept - Dec					
1.5.2. Through field-testing, refine approaches to reforestation (native forest re-establishment, enrichment planting using native species, fast growing forest cover establishment using pioneer species...) to reconnect or improve degraded connections/corridors.	Gather information and prepare report on seed sources for non-native plants for use in corridor restoration	Mar - May	Gerard, Jeannick			Reports	
	Make a review and synthesis of tests carried out in Madagascar and in countries of similar conditions	Mar - May					
	Promote linkages and shared lessons with CI/ANGAP's Carbon Project at Andasibe-Mantadia, WCS Masoala restoration project, WWF FLR project of Fandriana-Marolambo and Vondrozo Forest Landscape project and mining companies evolving in restoration	Jan - Dec			WWF, CI, WCS, DGEF, Mining companies	Andasibe-Mantadia/Fandriana-Marolambo/Vondrozo/Mandena/Ambatovy	Field visit
	Integrate research institute and university in developing and solving restoration process and practices	Jan - Dec			FOFIFA, Fac. Sciences, Fac.Lettres, Agro		
	Set priority activities within an action plan for the two coming years	Mar - May	NWG		DGEF and ongoing project		NWG
	Funding of important activities prioritized in the action plan in ongoing projects, to roose research and/or to extend activities	Jun - Dec			WWF, CI, MBG, WCS, DGEF,		Protocole de collaboration
1.5.3. Establish an action plan for the priority sites and support local communities, and civil society groups in attracting investment for reforestation	Establish processes and mechanisms leading to implementation of the Restoration of Ecosystem Services (RES): Vohidrazana-Mantadia project, e.g. map vegetation, CDM eligibility and tenure of the potential corridor restoration sites to identify the first 10	Mar - May				Field Action	
	Establish demonstration plots for the 6 restoration and rehabilitation project activities as a focus for training and research	Sept - Oct					

	Mobilize processes leading to clarification of land (and carbon) tenure and incentives for long-term investment in land on the part of rural populations	Mar				
	Strengthen capacity for high production levels of native forest tree species - e.g. by facilitating research into phenology, propagation, use of mycorrhizal fungi, etc.	Feb - May, Sept - Nov				
	Provide training in ecological restoration and develop a restoration plan	Sept - Dec				
	Multiply actions with expert and donors to seek a new form of funding restoration project (carbon sequestration, payment for ecological services)	Feb - Dec		WWF	US sustainable financing	
	Establish an action plan for Ambohiero restoration actions	Mar - Dec		CIREEF, local community, MBG, WWF	CI	Field action
	Implement the first main recommendation of the studies in Ambohiero with CIREEF and local people	Jun - Aug		CIREEF, local community, MBG, WWF	CI	Field action
	Collaborate with potential expert who can help to seek new funding,	Apr - Dec				
1.5.4. Promote information and experience exchanges between practitioners	Set up a network of implementers on forest landscape restoration	Mar - Dec		ASB, (ICRAF), WWF, Global partnership, RNC, UICN		Networking
	Organize an information and exchange workshop between practitioners and potential implementers	Mar, Jun, Sept, Dec		All implementers		Workshops
	Establish a new guide of Forest Restoration best practices	Mar, Jun, Sept, Dec				Guide

	Organize a field visit exchange between practitioners and involving interested implementers	Apr, Jun, Aug, Oct		WWF-CI-WCs-Dynatec-QMM	Andasibe-Mantadia/Fandriana-Marolambo/Vondrozo/Mandena/Ambatovy	Field trip visit
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## **RESULT MODULE II: MANAGEMENT EFFECTIVENESS FOR PROTECTED AREAS MANAGEMENT IMPROVED**

### **A. Sub Result Module Objectives**

#### **2.1. Develop and/or refine conservation management plans and other thematic plans for protected areas.**

##### ***ACTIVITY 2.1.1 - Complete the existing review of national network plans' status to ensure adequacy and relevance.***

All management plans have been reviewed at least twice including revised and updated versions. No further review or commentary will be necessary.

##### ***ACTIVITY 2.1.2 - Based on status (completion, quality), finalize thematic plans by ensuring adequate analysis, goal and outputs setting, and monitoring.***

The aim is to have finalized, high quality plans in place and operational by March 2006. This was originally an objective for 2005, but high staff turnover within ANGAP meant that retraining was necessary for the many new staff and the process was thus delayed. We also observe that several protected areas reworked their thematic plans very extensively – more than we had requested. Often, the results of these extensive reviews strengthened original plans but, on occasion, new objectives appeared and we had to spend time analyzing why the changes were made and whether they were well justified. Part of the changes appear to have occurred as a result of improved objective- and indicator-setting for the summary (synthetic) and business plans (see below), but we believe it also occurred partly in relation to changes in staff and their perceptions.

With support from ANGAP Head Office staff, we have urged several protected areas to produce exemplary plans in order to provide examples of very high quality. These sites include those with more experienced staff and all of those proposed in the Atsinanana Humid Forest Ecoregion World Heritage Site cluster nomination due to be submitted in February 2006.

At the request of the Head Office, we will programme on-site training and support to new protected areas that ANGAP is currently developing within the Durban Vision process. This support should provide to spin-off training to associate neighboring protected areas that will be within SAPM but managed by other entities. A list is provided in the workplan.

**ACTIVITY 2.1.3 - Develop template and finalize consolidated management plans including strengthened analysis and objectives and monitoring based on improved thematic plans.**

The reviews and updating of thematic plans described above will result in high-quality summary plans. These plans are the direct basis for site business plans as their clearly defined objectives, monitoring programs and action plans form the cost-analysis for the business plan. Summary plans follow the format of PEIII goals and are closely tied to ANGAP's 41 products emanating from the PE III. The visual and structural formats of the summary and business plans are closely similar in order to facilitate linkages between them.

It is possible that the summary plan will negate the need for such detailed thematic planning than ANGAP has carried out in the recent past. However, this does not mean that rigorous strengths, weaknesses, opportunities and threats analyses will not be needed, but rather that we will simplify this process for rapid updating (see Activity 2.1.4)

**ACTIVITY 2.1.4 - Update manuals and plans to include responses to broader issues such as climate change and regional conservation and development objectives.**

The accumulated experience from original conservation management planning (PGC) based on The Nature Conservancy's Enhanced 5-S process and preparation of summary plans has led us to recommend that we develop brief guides to help protected area staff update their planning and evaluation processes. We will take key Enhanced 5-S components and develop software to run analyses automatically in French. We will develop similar software to help identify key elements of awareness/education, support to rural development and ecotourism. The focus of these will be risk and opportunity analyses, objective setting, indicators and evaluation/monitoring.

It is important that ANGAP sites strengthen their planning with respect to political decentralization and partner programs. These will be continued to be emphasized in the guides and software.

In addition, we will provide training aimed at ensuring high quality plan development.

**ACTIVITY 2.1.5 - Set up a peer review and networking system to share knowledge of improved planning systems. Include DGEF in this process and assist planning in new conservation sites, including MPAs, using improved manuals.**

Initially, we intend to ensure that map accuracy is improved and therefore more usable as a base for improved navigation and monitoring. We have noted that different thematic GIS layers used by ANGAP show inconsistencies from one to another. We believe this is due to data having been taken from different sources, different mapping scales and/or different map projections. This problem can now be corrected and standardized using new available databases, and the recent clarifications from FTM on the official algorithm for the Laborde map projection. When it becomes available, we will also integrate the new habitat base map currently being finalized by Missouri Botanical Garden and the Royal Botanical Garden at Kew. This new database is likely to be considered 'definitive' and will clarify

much confusion concerning habitat- and conservation-targeting within ANGAP and indeed the PE III. It will also help to clarify broader priorities, threats and efficiency of biodiversity representation by protected areas within all of SAPM.

At the request of the network, we will develop brief profiles that help each site to confirm its conservation priorities and to help ensure well-targeted monitoring. Individual sites noted that (a) access to biodiversity information is relatively limited, and/or (b) inventory data are difficult to interpret – staff are not trained to recognize the highest priorities and some inventories present data in a way that is unclear.

Network sites request a compilation of key scientific documents as well as information on relevant conventions and legal texts. These provide a solid basis for further research and in developing site-based action plans. For example, we have already provided French language invasive species toolkits developed by the United Nations Global Invasive Species Programme (GISP) plus information on forest restoration approaches. The aim of this documentation is to strengthen the information base that individual sites possess for planning, implementation and monitoring

***ACTIVITY 2.1.6 - Assist implementation, with special attention to adopt best practices and monitoring as part of adaptive management at key sites.***

One aim will be to develop best practices for conservation monitoring and evaluation in the field. This is a major challenge to all protected area systems. We will focus on developing simple but effective methods that can demonstrate changes in biodiversity health using proxy indicators as well as direct measures of priority (major) threats. Support will be based on protocols already developed by SAS and SAT personnel for individual sites or their respective provinces. We will provide similar support to improve or develop best practices for other thematic management components.

The above support will emphasize monitoring and evaluation of PE III indicators. We note that the 41 products that ANGAP is currently developing for the PE III do not necessarily measure outcomes or impacts of management. We will aim to ensure that this is addressed.

Each of ANGAP's 41 products is supported by a technical description that guides each site in implementation and implementation monitoring. Working with Head Office and DIR staff, we have noticed that some products may be reported on differently from site to site. As this could hinder PE III evaluations, we aim to assist ANGAP in standardizing implementation and reporting where appropriate, with commensurate modification of the original technical description forms. In particular, we note the following:

- Grid-square-based surveillance and monitoring appears to be somewhat variable and mapping to determine their effectiveness is still in its early stages. We believe it is best to standardize procedures now in order to produce satisfactory results for mid- and final-PE III evaluations. We will link this work to the development of improved navigation maps for each site described above.
- Forest restoration and invasive species product allocations seem at variance with real needs at several sites. We will help to clarify goal setting relative no these real needs, together with the adoption of appropriate approaches.

Prioritization of research needs remains a challenge for most sites, as does the development of partnerships and secured funding. We will work with selected sites (probably one per DIR) to help to develop and implement research protocols.

<b>Sub RM activities</b>	<b>Activities</b>	<b>Period</b>	<b>Responsible</b>	<b>Partner</b>	<b>Localization</b>	<b>Budget element</b>
2.1.1. Complete the existing review of national network plans' status to ensure adequacy and relevance.	Completed					
2.1.2. Based on status (completion, quality), finalize thematic plans by ensuring adequate analysis, goal and outputs setting, and monitoring.	Complete the update of thematic plans at the 30 protected area management units that have started and assist ANGAP in reviewing results. Prevalidation workshops to be held with DIR Toliara and DIR Antsiranana. Final validation meetings organized internally by ANGAP at each DIR. Direct on-site TA for priority sites to provide models and in order to accelerate the process.	Jan - Mar	MEN, JLM, SR & JPDH	ANGAP	All ANGAP DIRs	2 technical meetings; 1 week of TA time per priority PA, travel for Tas
	Provide technical support to ANGAP's new management units. These will include Sahamalaza, Mikea, Anjozorobe, Nosy Hara, new Anosy Region sites, and the currently unfunded protected areas in the DIR-M if the latter receive funding.	Mar - Dec	MEN & JLM		DIR-M, DIR-U, HO, DIR-A	Travel for Tas; 3 weeks time of TAs per PA
2.1.3. Develop template and finalize consolidated management plans including strengthened analysis and objectives and monitoring based on improved thematic plans.	Complete the 30 summary management plans that have been started. Linked to 2.1.2, as the process is the same. Emphasis is given to quality and management impact monitoring.	Jan - Mar	MEN & JLM		ALL ANGAP sites and DIRs.	Already covered in 2.1.2

2.1.4. Update manuals and plans to include responses to broader issues such as climate change and regional conservation and development objectives.	Guides and software to be developed to ensure future rapid updating of thematic and synthetic plans and for evaluating management impacts. This will include ensuring linkages between these plans and regional development and ecotourism initiatives.	Feb - Apr	JLM, MEN & JPDH	ANGAP, DGEF	With ANGAP in Antananarivo, some at sites.	2 weeks local consultant to translate and modify TNC software; 4 weeks TA time for updated guides (conservation, development, education, ecotourism, plus business plan)
2.1.5. Set up a peer review and networking system to share knowledge of improved planning systems. Include DGEF in this process and assist planning in new conservation sites, including MPAs, using improved manuals.	Provide training support to GIS units at the DIR level; including ensuring that DIRs are using the best geo-corrected available spatial layers. This includes ensuring that the new vegetation mapping data from Kew/MBG is available to ANGAP.	Mar - Apr	JLM & ANGAP	WWF, CI, FTM, ONE, DGEF, Kew, MBG	Antananarivo.	2 months local consultant; 10 days week TA.
	Support to DIRs to ensure that scientific and technical databases are in place and that staff are trained to use them. Profiles highlighting the importance of the biodiversity in each of the protected areas will be produced.	Apr - May	MEN & JLM		HO and DIRs	20 days local consultants - biologists. 4 weeks TA.
	Compilation of key scientific, technical and legal documents, and distribution of these to each protected area.	Apr	MEN & JLM	ANGAP	HO	3 days TA time
2.1.6. Assist implementation, with special attention to adopt best practices and monitoring as part of adaptive management at key sites.	Practical field-manuals explaining best conservation target and threat monitoring practices, including a review of current practices with recommendations for improvements. Review and strengthen monitoring systems for Rural development, ecotourism, and education activities including objective setting and ensuring that systems are in place to measure required PE3 indicators	Apr - Sept	JLM & MEN		HO	40 days TA. 5 Site visits for information exchange and testing and refining of manuals.

	Review and propose measures to strengthen the operational standards of each of ANGAP's 41 products. A particular focus will be on providing toolkits for invasive species control and habitat restoration.	Apr - Jun	JLM & MEN		HO	20 days TA
	Support selected ANGAP sites to define their priorities for applied research projects	Feb - May	MEN		ANGAP, DIRs, sites..	20 days TA.

## **2.2. Improve and fully implement annual programmatic work plans for protected areas**

### ***ACTIVITY 2.2.1 - Based on upgraded thematic plans and existing proposals for improved annual workplanning, assist PA staff at key sites to set quantifiable targets for annual workplans, and test approaches during implementation.***

Support to ANGAP is incorporated in Activity 2.1.2. The use of ANGAP's 41 products as part of the site summary plan ensures that annual work plans are essentially predetermined for the entire PE III and only slight modifications are required depending on yearly progress or changes in circumstances (e.g., changes in threats).

### ***ACTIVITY 2.2.2 - Upgrade the current WCPA-based evaluation system based on field implementation experience, and upgrade additional management audits as necessary to meet international standards***

Our first aim is to determine which WCPA-derived system ANGAP has currently formally adopted as several versions were tested during PE II. In addition, there appears to be some lack of clarity on different results obtained by ANGAP's system and the WWF/World Bank system required by some donors.

Secondly, we propose to work with ANGAP to ensure that carrying out peer-review sessions in order to help harmonize comparability between sites maximizes evaluation value. This may be best achieved by having such sessions in our planned provincial meetings when all sites within a DIR are present. Evaluations restricted to staff from individual sites are not recommended by WCPA as differences in perception can modify the scores significantly.

Thirdly, we will work with ANGAP to identify more detailed analyses that can identify network- or ecoregion-wide (humid, dry...) strengths and weaknesses that will help to direct more intense support if deemed necessary. The WCPA system is subdivided into categories to facilitate this.

Finally, we will introduce the UNESCO World Heritage Site evaluation system in anticipation of a successful nomination bid for the Eastern humid forests cluster (to be submitted in February 2006). This system is directly based on the WCPA model and has been supplied by Nigel Dudley, one of the authors.

### ***ACTIVITY 2.2.3 - Integrate business planning results and workplan results to ensure coherence and effective annual planning and monitoring***

This work has long been integrated into Activities 2.1.2 and 2.3.2, with the summary and business plan harmonization process.

**ACTIVITY 2.2.4 - Assist ANGAP and DGEF to develop regional monitoring systems specifically for those regions**

This activity will be linked to others described above, notably concerning data management and utilization. Selected regions will be targeted for more intense support. Anosy has already requested such support but we will wait to see how new protected areas develop in other regions in the southwest, Diana, and the Fianarantsoa/Toamasina corridors.

The principal aim will be to promote inter-site and inter-agency information sharing and to assist regional leaders monitor progress.

**ACTIVITY 2.2.5 - Within ANGAP, review and improve Tecpro and Tompro, and upgrade other database/monitoring systems, and assist with staff training**

We will work with the REPC project to develop appropriate training modules for ANGAP. The REPC project targets conservation managers that have little or no practical or scientific experience, but can be modified to meet different levels of skill. The aims will be (a) ensure a reasonable knowledge base within all ANGAP levels that is (b) tailored to the specific needs of different individuals and their respective roles. This activity is in response to ANGAP's request to implement key parts of their institutional training program.

A second component will be to work with SAS and SAT at the DIR level to ensure that they are fully capable of responding to the technical and scientific needs of different sites. Training and experience varies between individuals, and it appears to be especially important to focus on conservation prioritization and ecological and threat monitoring. The support will also help to ensure consistency and comparability across sites and between DIRs, with standardized methods being applied to particular tasks.

The above support will be supplemented by mentoring SAS and SAT in monitoring design, data management and interpretation. We will focus on promoting continual monitoring and regular updating of results.

**ACTIVITY 2.2.6 - Assist DGEF in developing adequate systems for new conservation sites, based on the above**

We have selected a series of sites for support based on on-going activities and request for intervention during 2006. We will use the brief guides and software to initiate technical and business planning using a slightly simplified format. We will also encourage sites to initiate a standardized WCPA-based evaluation system as early as possible in order to determine baselines for future monitoring.

Where possible (depending on time and funding), we will also provide on-site one-to-one support – some has already been provided at Mahafaly Plateau and Anosy Region sites.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
2.2.1. Based on upgraded thematic plans and existing proposals for improved annual workplanning, assist PA staff at key sites to set quantifiable targets for annual workplans, and test approaches during implementation.	Included in activity 2.1.2 and will be completed in parallel.	Jan - Mar				Resources covered in 2.1.2.
2.2.2. Upgrade the current WCPA-based evaluation system based on field implementation experience, and upgrade additional management audits as necessary to meet international standards.	Assist ANGAP in clarifying the correct WCPA-based evaluation system being used, since several versions were tested in Madagascar. Recommend methodologies to help standardize scoring. Recommend analyses to improve interpretation of the results.	Jan	MEN & ANGAP	JLM	All ANGAP DIRs	5 days TA.
2.2.3. Integrate business planning results and workplan results to ensure coherence and effective annual planning and monitoring	Included in activity 2.1.2 and 2.3.2 and will be completed in parallel.	Jan - Mar			DIR-M, DIR-U, HO, DIR-A	Resources covered in 2.1.2.
2.2.4. Assist ANGAP and DGEF to develop regional monitoring systems specifically for those regions.	Included in 2.2.2 and 2.1.6	Apr - Sept			ALL ANGAP sites and DIRs.	Resources covered in 2.1.2 and 2.1.6
2.2.5. Within ANGAP, review and improve Tecpro and Tompro, and upgrade other database/monitoring systems, and assist with staff training.	Review training priorities with DOP team, and propose priority modules and materials for selected staff, to be developed by the REPC project. Additional training will be provided on biodiversity relevant to each ecoregion and individual protected areas. Some additional activities highly specific to ANGAP such as grid-based surveillance and monitoring and not covered by REPC will be dealt with in other activities.	Apr - Oct	JLM & ANGAP	WWF, REPC	With ANGAP in Antananarivo, some at sites.	100 days local consultants for module development; 1 week TA
	In association with activity 2.1.2, provide one-to-one mentoring in the field for seniors and SAS and SAT.	Apr - Dec	MEN, JLM	WCS	Antananarivo.	5 weeks TA. 5 weeks biologist consultants, 10 provincial travel
	Training SAS and SAT and other key staff in appropriate analysis of data and integration of results into management.	Apr - Dec	JLM, MEN & ANGAP		HQ and DIRs	1 SAS/SAT meeting; 4 weeks TA, 5 provincial travel

2.2.6. Assist DGEF in developing adequate systems for new conservation sites, based on the above.	Provide support to priority new protected areas in elaborating overall management plans, monitoring systems and evaluation systems. Priority sites are Mikea, Makira, Ranobe, Anosy sites and others to be identified through the SAPM process.	Apr - Sept	MEN, JLM & ANGAP		HQ	2 weeks TA per site + 6 provincial travel
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### 2.3. Develop an appropriate system of business plans and marketing programs for protected areas

Over the course of 2005, training workshops were given for members of each of the 30 ANGAP sites (Unités de Gestion) that currently have a management team. During these workshops, the Excel spreadsheet tools for the analyses and the business plan templates necessary for writing the documents were distributed and training in their use provided. The methods and template were developed by ANGAP, WCS and WWF staff based on the NPCA methodology for which training was given in 2003, but with some updates to make the process and plans more appropriate to the financial system and the needs of ANGAP. As much as possible we tried to capitalize on the 2003 training by including the same staff in this current round of business plan training and elaboration. We also focused on including staff at the ANGAP provincial offices in the process to ensure that they could provide support to the field sites. Additional support was given by Miaro staff (James MacKinnon and Nivosoa Rakotoarivelo) at 6 priority sites (Masoala, Andasibe, Ranomafana, Isalo, Andohahela, and Bemaraha). In the first semester of 2006, we will complete the process of analysis and writing of these business plans through additional support to key sites, and through the organization of technical meetings in each province to review the draft plans. From our experiences so far, it is clear that the business planning process will be much faster if there is direct support to the sites in addition to the support from the provincial offices and we aim to provide this through a combination of direct support from Miaro staff (JLM and NR), with local Malagasy interns and potentially US MBA students on summer internships. Melissa Moye and Ray Victorine will provide peer review to ensure that the plans are of an internationally acceptable standard. As with the Synthetic Plans, we will continue to work in close collaboration with the support staff at ANGAP’s provincial offices (the DIRs) to ensure that ANGAP takes ownership of the business plan process for future updates of the plans. This may involve providing additional guide materials or a final report focusing on the lessons learned from this activity; we will discuss the most appropriate format with the key ANGAP staff involved in the process.

An assistant will be employed to help the Head of marketing at ANGAP accelerate the development of the “Ecoshop” concept within ANGAP. This will involve both improving the branding of the organization, and the development of souvenir items for sale. There will be a particular emphasis on helping priority ecotourism sites to develop the revenue generation ideas identified in their business plans, specifically at priority sites with high visitor numbers such as those of Andasibe, Isalo, Ranomafana, Ankarana and Mt. d’Ambre.

Some of the elements used in the ANGAP business planning method are very specific to the ANGAP structure and the methods used for their budget calculations (specifically the product-based approach used to simplify negotiations with the donors). During 2006, a complementary business planning template and analysis tools will be created for the new “Site de Conservation”. Representatives from DGEF and from priority “Site de Conservation” will therefore be involved in developing this method, before applying it to certain priority sites: particularly Makira, the spiny forest ecoregion sites, and potentially others such as Menabe, Daraina and Zahamena -Ankeniheny, depending upon the needs expressed by the managers of these sites.

An important perceived need for ANGAP is to improve its collaboration with the private sector tourism professionals and develop a clear visitor service policy. The technical support for this work is being provided by the USAID-funded BAMEX project. Miaro staff will collaborate with BAMEX and ANGAP to help develop a clear policy on tourism concessions within protected areas. During 2006 we will participate in discussions with the private sector on the establishment of a visitor service policy for ANGAP.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
2.3.1. Design the best BPC template to be used in all protected areas.	Completed					
2.3.2. Assist ANGAP and DGEF develop and implement BPs in all operational PAs, prioritizing sites and setting completion dates	Complete the 30 business plans already started with ANGAP. Provide support to priority new protected areas for business plan elaboration.	Jan - Jun	JLM, NR & ANGAP	DGEF	HO and DIRs	Validation meetings for each DIR; TA support to sites (JLM & NR); Stagiaries support to support 4 sites, US MBA students to support some sites.
2.3.3. Review BP process after 2-3 years, and help to improve plans and manuals as necessary.	<i>Not for 2006</i>					
2.3.4. Assist fund-raising strategy development and implementation, and facilitate ANGAP/DGEF relations with partners.	<i>Not for 2006</i>					
2.3.5. Facilitate ANGAP-DGEF knowledge sharing to develop best practices.	Facilitate sharing of data between juxtaposed ANGAP PAs and new SAPM sites, such as Anosy, Mikea, Makira/Masoala and Mahafaly	Jul - Dec	MEN & JLM	ANGAP, DGEF	PAs	1 week TA
2.3.6. Help identify international national, regional funding sources and to develop appropriate strategies for fund acquisition.	Workshop on implementing business plans (included within the validation workshops)	May	MM, JLM		DIRS	
2.3.7. Continue to promote close collaboration with professional tourism operators to improve marketing and goods and services.	Ensure links to ongoing tourism concession development by BAMEX/WWF/WCS/ANGAP. Facilitate ANGAP & DGEF linkages to PIC ecotourism initiatives in Anosy	Jan - Dec	JLM, ANGAP	BAMEX, WWF, DGEF	HO	1 week TA

	Assist ANGAP in developing Ecoshops for souvenir sales	Jan - Jun	JLM & ANGAP (marketing)	BAMEX, WWF	HO & key PAs	6 month local contract to assist ANGAP
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## **RESULT MODULE III: CONSERVATION OF BIODIVERSITY IN PROTECTED AREAS**

### **A. Sub Result Module Objectives**

#### **3.1. Reinforce the institutional, technical and financial capacity of ANGAP in protected areas management.**

The EP3 indicators covered in this chapter since 2005 include the following:

- Management effectiveness index of the 8 selected sites and that of the network
- Reduction in ANGAP’s operating expenses (an institution that has good control over its financial system can operate and analyze well its expense accounts and reduce therefore discretionary incomes)

In 2006, ANGAP wants to ensure that all workshops held in 2005 will meet the expectations (activity 3121, impact assessment of trainings following restructuring), an evaluation that will be conducted at the level of the 5 interregional managements. A follow up of how 2005 trainings were put into practice is also anticipated at the technical and financial level (activity 3111, special training workshop in exploitation of financial and technical output as decision making element in every level; 3151, Continuation or use of Tompro and Tecpro; integration of other output of other funders).. This will be done by putting together the concerned officials per interregional management, and additional technical training for unit leaders (activity 3122, Politics, strategy procedures and method, tools of ecotourism, research and conservation), a training similar to the one conducted in 2005 with field officers other than unit leaders, and with components on management parameter procedure and follow up.

To complete technical training and refresher courses for its field team, ANGAP proposes specific training themes in 2006:

- a. Ecological monitoring for most of the network’s PAs (activity 3141, Putting in place the monitoring methods developed by the RM2 team and building on the current best practice such as at Ankarafantsika National Park), a method deemed valid by ANGAP initiated by a GFA Consultant with KFW funding in 2005. This will be done by putting together all Ecological Monitoring officers in the network’s PAs.
- b. Activity 3142, Joint floristic reconnaissance mission with specialized institutions to 8 selected PAs. Many scientific data on PAs are now available with our research partners (MBG, Tsimbazaza Park, and others). There is imperious need for the concerned agents in each PA to ensure ownership and have a good knowledge and accurate spatialization of these data, particularly with respect to all the specific endemic species in each site. The mission is to transfer scientific knowledge to our field teams for an improved conservation action.
- c. Activity 3143, Update database in geographical information system; activity 3144, training in GIS Arcview software, Mapinfo, remote sensing and photo-interpretation; these are two complementary activities that will help the network develop the working maps, which are the base of field actions.

- d. Activity 3145, Training in land area management, indigenous species reforestation technique, and restoration technique: a request made by the interregional management in Toamasina where management of PA peripheral zone is very difficult due to context and relief. This can be expanded to all PAs in the east coast areas in the years to come.
- e. Activity 3146, Training in COAP. In 2005, all trainings planned for the 5 interregional managements were conducted. For 2006, an additional training is necessary as participants from 2 strategic regions (Soafia and South West) could not come to Mahajanga and Fianarantsoa for want of funds. Training will be conducted in Antsohihy for the Officials in areas adjacent to Marotandrano, Sahamalaza PAs and new PAs (SAPM) in the region, and also in Farafangana for the South West region for the Officials in areas adjacent to Manombo, Midongy/Befotaka PAs and new PAs (SAPM) in this region. This training is of primary importance for ANGAP as it helps address law enforcement issues by environment authorities (Water and Forest, Gendarmes, Tribunal) and conduct advocacy with all ANGAP partners (Mayors, administrative authorities...) to raise the awareness of PA residents.
- f. Activity 3147. Fly over the 8 PAs to assess the overall condition of these selected PAs in mid term period, assess the effectiveness of implemented conservation actions to help make a significant decision for the second half of EP3 for these 8 PAs and surrounding PAs. The estimated rate is \$ 300 per hour for a total of 80 hours of flight, and \$ 1,000 for participants' transportation to the airport and for various other expenses related to this operation.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget Elements
3.1.1. Implement financial planning and management system	3.1.1.1 - Special training, workshop will be organized in exploitation of financial/technical output as decision making elements in every level	Jun, Sept - Oct	ANGAP, DAF		ANGAP Network	3workshop for financial, monitoring and assessment
3.1.2. Redefine staff terms of reference based on result-based planning	3.1.2.1 - Impact Assessment of training following restructuring	Apr - Jun	ANGAP (DRH)		Regional	Workshop training to Site monitoring
	3.1.2.2 - Develop a common vision on policy, strategy, implementation of activities, the mission statement, objectives and expected results	Apr - Jun	ANGAP, DOP		ANGAP Network	Workshops field missions pour les 30 chefs d'unité de gestion
3.1.3. Refine and implement strategic training plan based on staff terms of reference	Definition of 2007 training needs					
3.1.4. Develop and implement regular test audits of financial and conservation performance	3.1.4.1 - Establish/improve ecological monitoring systems in all the sites of the network (based on RM2 activities and current best practice such as Ankarafantsika NP)	Apr - Jun	ANGAP, DOP/CRVB		ANGAP Network	Workshop for HQ/DIR/sites

	3.1.4.2 - Joint missions with specialized institutions (MBG, Parc Tsimbazaza) to conduct floristic inventories at 8 protected areas financed by Miaro	Apr - Jun				Ranomafana Manombo Kalambatritra Betampona Zahamena Andasibe Isalo Andohahela
	3.1.4.4 - Training in GIS techniques: Satellite and aerial image interpretation, Arcview software, Mapinfo	Apr - Jun	ANGAP DGA		ANGAP Network	Workshop for HQ/DIR/sites (pour Le responsable SIG du Siège et les responsables informatiques des DIR régionaux)
	3.1.4.5 - Training on land use planning in village territories, including soil protection and native tree species reforestation techniques	Apr - Jun	ANGAP, DOP/CCO		Regional	HQ/ Site monitoring (Pour les AP dans la direction inter - régionale de Toamasina)
	3.1.4.6 - Independent evaluation of the management effectiveness evaluation exercise of 2005	Apr - Jun	ANGAP DGA	WWF	ANGAP Network	Independent consultant evaluation
	3.1.4.7 - Training in COAP in the regions of SOFIA and the South East (Antsohihy et Farafangana)	Apr - Jun	ANGAP DOP/CCO		Regional	2 workshops
	3.1.4.8 - Overflights of the 8 PAs to analyze threats (specifically from Tavy)	Jun - Oct	ANGAP/DOP		ANGAP Network	Overflight of 8 PAs
	3.1.4.9 Field missions for technical staff from HQ and DIRs (SAS and SAT) to give technical support to sites		ANGAP/DOP		sites	Missions to PAs
3.1.5 Setup and run EP3 general communication system through ANGAP network	3.1.5.1 - Continuation of use of Tompro/ Tecpro as standard software. Integration of various project financed by other funders than World Bank & Miaro by adapting procedure and setup to each particular requirements	Feb - Mar, Jun, Sept	ANGAP DAF/ Cotroleur de gestion		ANGAP Network	- HQ/Site Monitoring/Support missions - Site/Site support / experience sharing missions

### 3.2. Foster service oriented roles and functional linkages between national and regional offices, and between these and the parks and reserves.

The EP3 indicators covered in this chapter include:

- ♦ Increase in ANGAP incomes
- ♦ Increase in visitors to PAs

Ultimately, increase in the number of micro project alternatives to pressures (MPAP) funded around our PAs with 50% of incomes, support to our conservation actions:

- a) Activities 3221: Meeting for creation of marketing committee – validation workplan of marketing (regional committee); 3222: Data collection on market-oriented information within ANGAP at every level; 3224 Put in place a photo library; 3251 Realization of marketing plan [advocacy, park entry fees policy (educators)]; 3261: Nationwide and local partnership with private sectors, that are acting as middle structure for conservation and ecotourism (ecoshop) All these are related to the marketing component of ANGAP, the establishment of a system that will be easily developed in the coming years. They are groupings of concerned regional authorities to establish a regional marketing committee with their marketing plan, and a grouping of regional committee representatives to develop the network-marketing plan.
- b) Activity 3224: Establish a Photo Library. In addition to creation of marketing committees, the establishment of a good photo library for each PA of the network (or last least for the 12 most visited parks) to facilitate the committees' work has been discussed.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget Elements
3.2.1. Training in-client oriented service provision	<i>Not for 2006</i>					
3.2.2. Creation of marketing committee to develop service oriented goals for each level of staff	3.2.2.1 - Meeting for creation of Marketing committee HQ Validation of Marketing workplan	Apr - Oct	ANGAP, MKT		ANGAP Network	Meetings, data collection, coordination
	3.2.2.2 - Meeting for Marketing committee creation DIR/Sites Validation Workplan of Marketing	Jul - Dec	ANGAP, MKT		ANGAP Network	Meetings, data collection
	3.2.2.3 - Data collection on marketing oriented information within ANGAP and every level - création d'un photothèque du Réseau	Apr - Jun	ANGAP, MKT		Pilots Parks	Basis for data collection
	3.2.2.4 - Création d'un photothèque (au niveau du Siège et de chaque Dir régionale)	Apr - Jun	ANGAP, MKT		ANGAP network	Basis for data collection

3.2.4. Annual or twice yearly forum for exchange between the operational levels of the organization	3.2.4.1 - Forum with all management unit head	Jul - Sept	ANGAP, DG-DGA	WCS, WWF	ANGAP Network	1 forum pour 2006 pour tous les chefs d'unité de gestion du Réseau
3.2.5. Develop institution-wide marketing and client-relations policy	3.2.5.1 - Realization of Marketing plan (Advocacy, Park entry fees policy) Educators	Apr - Sept	ANGAP, MKT		ANGAP Network- Leading parks	Field visits, marketing Actions and assessment
3.2.6. Develop policies for relations with private sector	3.2.6.1 - Nation wide and local partnership with private sectors, that are acting as middle structure (structure relays) for conservation & ecotourism (mise en place ecoshop)	Apr, Aug - Sept	ANGAP, MKT		ANGAP Network	Middle structure promotion with private sector

### 3.3. Define and mobilize funding for national park network and support services

EP3 indicators covered in this chapter include:

- ♦ IEG for the 8 sites and that of the network
- ♦ Reduction of threat level in the 8 sites, and ultimately that of the network (threat level is the combination of all pressures exerted on each PA)
- ♦ The “Tavy Incidence” indicator in these 8 PAs and, ultimately that of the network. This value has not yet been calculated for each PA of the network. So, it is a real plus brought by MIARO to ANGAP as this is a first experience and the survey will be extended to other PAs and other financings. The value for EP3 is 0.65 at early stage of EP3, and down to less than 0.20 at a later stage of EP3. It is useful to know the mid term value of this indicator.
- ♦ The “Maintenance of “59 lemur species in the network PA” indicator:
  - a) Activities 3311: Business Plan workshop; 3312: Mission for BP follow up and activity monitoring in the 8 PAs: two activities related to BP the result of which is to provide this paper to each PA of the network - a basic paper needed to look for funds for the network. The availability of this paper in each site helps gain points in IEG for each site and, ultimately, for the network.
  - b) Activity 3313: Evaluation of tavy incidence in the 8 selected PAs. This indicator has been obtained as a result of a consultation with specialists; the value at the early stage of EP3 was obtained following a ONE-funded survey conducted in 2002. This indicator helps assess the outcome of conservation actions in each network site. Every year, each site Official has a periodic monitoring system for all pressures (clearing, tavy, fires...), but it is sure that agents’ findings are not exhaustive without overlying. In addition, the overall impact of these pressures on each PA cannot be suitably assessed without using satellite pictures between two given periods.
  - c) Activity 3314: Production of sensitization aids (site working map, posters...) for villages, schools, decision makers, and outposts...): the importance of sensitization in the national environmental program is undisputable to ensure that the performed actions actually contribute to the expected goals (reduction of pressures and threats in PAs). These aids play a significant role in the activity; well developed aids with the support of ANGAP partners’ specialists (WCS, CI, WWF, and others...); the first step consists in developing the aid according to the specificities of each site (working maps with

pressures and threats, posters with easy-to-understand messages); the second step is to bring out these aids, and the third step is to dispatch the aids to user sites.

- d) Activity 3315: Production of technical papers in ecotourism and maintenance plan. The papers to be produced are block plans for all existing infrastructures in large ecotourism oriented PAs with each of their specificities, and development of a maintenance plan.
- e) Activities 3321: Conservation; and 3322: Environmental education

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget Elements
3.3.1. Draw up funding agreements based on individual park needs	3.3.1.1 - Business plan validation	Apr - Jun	ANGAP, DOP - DAF	WCS, WWF	ANGAP Network	1 BP workshop (pour validation des BP)
	3.3.1.2 - Site/visits missions for BP follow-up	Jul - Sept	ANGAP, DOP - DAF	WCS, WWF	ANGAP Network	Missions to support elaboration of BP
3.3.2. Conduct conservation activities in selected parks	3.3.2.1 - Evaluation of the incidence of Tavy in the 8 PAs financed by Miaro		ANGAP/DOP/CCO	WCS, WWF, CI	ANGAP Network	Specialist consultants
	3.3.2.2 - Production of environmental outreach resources (for use in villages, schools, local associations and clubs, decision makers)	Apr - Jun	ANGAP-DOP	WCS, WWF, CI	ANGAP Network	in collaboration with PE3 agencies/partners
	3.3.2.3 - Production of technical guidance documents for site-based Ecotourism activities (included detailed maintenance standards)	Apr - Jun	ANGAP-DOP	WCS, WWF, CI	ANGAP Network	

Pressures to be managed in the 8 selected sites:

Pressures	Ranomafana	Andasibe	Zahamena	Andohahela	Manombo	Betampona	Isalo	Kalambatritra
Tavy	X		X					
Land clearing	X	X	X	X	X	X		X
Fire	X		X	X	X	X	X	X
Illegal logging	X	X	X	X	X	X	X	X

Interventions in these sites contribute to reduction of pressures. Such reduction will be assessed with the value of threat level in each site. Threat levels and those to be achieved in 2006 in each site are the following:

Sites	Threat level			
	2005		2006	
	Qualitative value	Quantitative value	Qualitative value	Quantitative value
1. Ranomafana	VH	90.5	H	60
2. Isalo	H	60	H	45
3. Kalambatritra	NA	NA	NA	NA
4. Manombo	VH	78	H	55
5. Zahamena	Average	27.30	Average	20
6. Andasibe	High	58.2	High	40
7. Betampona	High	36	High	32
8. Andohahela	High	42.50	High	30

To better assess MIARO's contribution for 2006, it is appropriate to set out below each activity of ANGAP's PTA 2006 with funding from all donors:

#### A. CONSERVATION

Funding source	(Carreaux) Overseen	Location
IDA	64 400	Nosy hara, Ranomafana, Isalo, Midongy du Sud, Ambatovaky, Mantadia, Forêt de mikea
GEF	57 400	Ambohitantely, Ambre mountain, Ankarana, Analamerana, Manongarivo, Lokobe, Bay of Baly, Sahamalaza, Mangerivola, Zahamena, Andohahela, Cap sainte Marie, Zombitse, Tsimanampetsotsa, Nosy ve, Mika forest
Equity resources	4 000	Zombitse, Ambohitantely
European Union (EU)	9 000	Bemaraha, Mananara Nord
KFW	52 000	Marojejy, Ankarafantsika, Kirindy mite
Government (GOV)	2 000	Marolambo, Beza mahafaly
WWF/MC Arthur	1 100	Nosy hara
CI	2 000	Marotandrano
MIARO	3 000	Betampona (400), Manombo (900), kalambatritra (1700)
WCS	11 000	Masoala

Total	205 900	
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<b>Funding source</b>	<b>Sentry sites</b>	<b>Location</b>
IDA	21	Nosy Hara, Ranomafana, Isalo, Midongy du Sud, Ambatovaky, Mantadia, Forêt de mikea
GEF	35	Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe, Baie de baly, Sahamalaza, Mangerivola, Zahamena, Andohahela, Cap sainte marie, Zombitse, Tsimanmpetsotsa, Nosy ve , Forêt de mikea
European Union (EU)	5	Bemaraha, Mananara Nord
KFW	28	Marojejy, Ankarafantsika, Andringitra
Government (GOV)	2	Marolambo
CI	5	Marotandrano
MIARO	2	Kalambatritra
WCS	3	Masoala
Total	101	

<b>Funding source</b>	<b>Control barrier</b>	<b>Location</b>
IDA	5	Isalo, Midongy du Sud, Ambatovaky, Mantadia
GEF	17	Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe, Baie de baly, Sahamalaza, Zahamena, Andohahela, cap sainte marie, Zombitse, Tsimanampetsotsa, Nosy ve, Forêt de mikea
European Union (EU)	2	Bemaraha, Mananara Nord
KFW	5	Marojejy, Ankarafantsika, Kirindy mite
Government (GOV)	2	Marolambo, Beza mahafaly
CI	1	Marotandrano
MIARO	2	Betampona (1), Kalambatritra (1)
WCS	1	Masoala
Total	35	

<b>Funding source</b>	<b>Establishment of protection area</b>	<b>Location</b>
IDA	4	Isalo, Midongy du Sud, Ambatovaky, Mantadia
GEF	12	Ambohitantely, Montagne d'Ambre, Analamerana, Manongarivo, Lokobe, Baie de baly, Sahamalaza, Mangerivola, Andohahela, Cap sainte marie, Tsimanampetsotsa, Nosy ve,
European Union (EU)	1	Bemaraha
KFW	4	Marojejy, Ankarafantsika, Kirindy mite, Andringitra
Government (GOV)	1	Beza mahafaly
CI	1	Marotandrano
MIARO	3	Betampona (1), Kalambatritra (1), Manombo (1)
WCS	1	Masoala
Total	27	

<b>Funding source</b>	<b>Km firebreak open</b>	<b>Location</b>
IDA	64	Isalo, Ranomafana, Midongy du sud
GEF	314	Ambohitantely, Montagne d'Ambre, Ankarana, Analamerana, Baie de Baly, Zahamena, Andohahela, cap sainte marie, Zombitse , Tsimanampetsotsa
KFW	69	Ankarafantsika, Kirindy mite
CI	15	Marotandrano
MIARO	11	Betampona (3) , Manombo (8)
Total	473	

<b>Funding source</b>	<b>Materialize external boundaries</b>	<b>Materialize hard core boundaries</b>	<b>Location</b>
	Km materialized	Km materialized	
IDA	175	114.0	Ranomafana, Isalo, Ambatovaky, Mantadia
GEF	625.8	460.0	Ambohitantely, Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe, Baie de baly, Mangerivola, Zahamena, Andohahela, cap sainte marie, Zombitse,

			Tsimanampetsotsa
European Union	180	170	Bemaraha
KFW	226	229	Marojejy, Ankarafantsika, Kirindy mite
WWF/MC Arthur	300	150	Nosy hara
CI	30	25.0	Marotandrano
MIARO	37.0	35.0	Betampona (12km/10km) , Manombo (25km/25km)
WCS	300	209.0	Masoala
Total	1873.8	1392	

<b>Funding source</b>	<b>Km firebreak maintained</b>	<b>Location</b>
IDA	232	Isalo, Ranomafana, Midongy du Sud
GEF	1027	Ambohitantely, Montagne d'Ambre, Ankarana, Analamerana, Baie de baly, Zahamena, Andohahela, Cap sainte marie, Zombitse, Tsimanampetsotsa
KFW	535	Ankarafanatsika, Andringitra, Marojejy
WWF/MC Arthur		
CI	60	Marotandrano
MIARO	25	Manombo (15km), Betampona (10km)
Total	1879	

## **B. ENVIRONMENTAL EDUCATION**

<b>Funding source</b>	<b>Advocacy decision-makers</b>	<b>Location</b>
IDA	1	Mantadia
GEF	60	Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe
Equity resources	23	Ambohitantely, Zombitse
European Union (EU)	15	Bemaraha, Mananara Nord
KFW	48	Marojejy, Ankarafantsika, Andringitra, Kirindy Mite
Government	2	Beza mahafaly

(GOV		
CI	21	Marotandrano, Ambatovaky, Mangerivola, baie de Baly
MIARO	47	Ranomafana (10), Mantadia(4), Zahamena (9), Andohahela (4), Betampona (8), Kalambatritra (4), Manombo (5) , Isalo (3)
WCS	12	Masoala
Total	229	

<b>Funding source</b>	<b>Large public action</b>	<b>Location</b>
IDA	6	Nosy Hara, Midongy du Sud
GEF	19	Montagned'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe, Sahamalaza
Equity resources	6	Ambohitantely, Zombitse
European Union (EU)	3	Bemaraha, Mananara - Nord
KFW	14	Marojejy, Ankarafantsika, Andringitra, Kirindy Mite
Government (GOV	6	Marolambo, Beza mahafaly, Nosy ve
WWF/MC Arthur	1	Nosy hara
CI	7	Baie de Baly, Marotandrano, Ambatovaky, Mangerivola
MIARO	16	Ranomafana (2), Mantadia (2), Zahamena (2), Andohahela (2), Manombo (2), Isalo (2), Kalambatritra (2), Betampona (2)
WCS	4	Masoala
Total	82	

<b>Funding sources</b>	<b>Sensitized villages</b>	<b>Location</b>
IDA	49	Ranomafana, Mantadia
GEF	96	Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe, Andohahela ( ), Cap sainte Marie
Equity resources	51	Ambohitantely, Zombitse
European Union (EU)	40	Bemaraha, Mananara Nord
KFW	88	Marojejy, Ankarafanstika, Kirindy mite, Tsimanampetsotsa
Government	1	Beza Mahafaly

(GOV		
WWF/MC Arthur	10	Nosy hara
CI	51	Baie de Baly, Marotandrano, Ambatovaky, Mangerivola
MIARO	64	Zahamena (25), Betampona (17), Manombo (8), kalambatritra (6), Isalo (8)
WCS	45	Masoala
Total	496	

<b>Funding source</b>	<b>Outpost structure</b>	<b>Location</b>
IDA	30	Ranomafana , Mantadia
GEF	16	Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, lokobe, Andohahela ( ) , Cap sainte marie
Ressources propres	12	Ambohitantely, Zombitse
Union Européenne (UE)	7	Bemaraha, Mananara Nord
KFW	28	Marojejy, Ankarafantsika, Andringitra, Kirindy mite, Tsimanampetsotsa
Government (GOV)	8	Marolambo, Beza mahafaly (- MNB, BTP)
WWF/MC Arthur	1	Nosy Hara
CI	10	Baie de baly, Marotandrano, Ambatovaky, Mangerivola
MIARO	15	Zahamena (7), Betampona (4), Manombo (4),
WCS	4	Masoala
Total	131	

<b>Funding source</b>	<b>Sensitized schools</b>	<b>Location</b>
IDA	35	Ranomafana ( ) , Mantadia ( )
GEF	54	Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe, Andohahela, Cap sainte marie
Equity resources	11	Ambohitantely, Zombitse
European Union (EU)	18	Bemaraha, Mananara Nord
KFW	65	Marojejy, Ankarafantsika, Kirindy mite, Tsimanampetsotsa
Government	3	Beza mahafaly

(GOV		
WWF/MC Arthur	3	Nosy Hara
CI	17	Baie de baly, Marotandrano, Ambatovaky, Mangerivola
MIARO	32	Zahamena (10), Betampona (13), Manombo (4), Kalambatritra (2), Isalo (3)
WCS	30	Masoala
Total	268	

## ECOTOURISM

Specific activities already supported by other financings are presented below:

- ✓ Ecotourism impact evaluation at the level of protected areas; a survey was conducted by consultants and oriented to ecological impacts in 2005, and will focus on economic impacts this year.

Funding source	Ecot impact evaluation	Location
IDA	2	Mantadia
GEF	5	Montagne d'Ambre (2), Ankarana (2), Andohahela (1)
MIARO	1	Ranomafana
Total	8	

- ✓ Ecotourism activities will be confined to Ranomafana and Isalo. The other products of other sites are already supported by other donors:

Funding source	Number	Heading
MIARO	1	Rehabilitation d'une belvédère sur le circuit Varibolo, Ranomafana
	8 km	Rehabilitation du circuit Malaso et accessoires à Isalo
	5km	Réhabilitation circuit Anjofo et accessoires à Isalo
	1	Atelier régional sur l'organisation du guidage dans les AP et mise en place d'un guichet unique
	1	Construction d'une maison des guides à Ranohira Isalo

- ✓ The Ranomafana viewpoint has been in existence since 2001 but strongly needs rehabilitating. Though still operational, it would be advisable to repair it for it is very much used.
- ✓ The Malaso tour is the only Isalo tour related to Isalo geology. This is the only tour that can be done by car up to its parking lot. Many visitors have requested that it be developed into a real tour (rehabilitation of the passable dirt road, putting of interpreting signs, parking lot and rest area...)

- ✓ Opening of the Anjofo itinerary located east of the Park responds to the policy of visitors' deconcentration towards the two most visited Isalo itineraries (Swimming pool tour, and Namaza tour). The feeder road follows the road towards Andriamanero up to 32km. So, it is necessary to repair a few black dots on this dirt road before developing the Anjofo tour of 5km-length.
- ✓ ANGAP is currently organizing guiding in PAs. Refresher training for guides in all sites for visitors has been provided since last year, and putting in place of a one-stop shop in all ANGAP sites has been recommended. The customer will pay only once at the shop (entry fees, guiding, porters, and others...), and as such they will no longer be cheated by guides or others when they are out of the reception office. To this effect, a regional workshop is scheduled to be held.
- ✓ Until now, Isalo guides are not provided with a shed or any facilities for them to use, and they have to wait for customers in front of the Park reception office. This shows a lack of professionalism (ANGAP and guides). The construction of a kind of shed for the Isalo guides opposite the Park reception office has been in discussion for long.

## RESULT MODULE IV: SUSTAINABLE FINANCING MECHANISMS OPERATIONAL

### A. Introduction/Justification

**Results Module 4** focuses on creating more effective sustainable financing mechanisms to ensure adequate management of existing protected areas and support active involvement of Malagasy citizens in the conservation of the country's important natural resources. RM4 will develop and adopt realistic and effective financial instruments that will contribute to the realization of Durban Vision goals.

During the initial design, RM4 emphasized several important themes including: 1) institutional development and capacity building of conservation funds; 2) fiscal and policy development that puts greater government support behind the generation of resources for biodiversity conservation, and 3) implementation of specific site-level projects and programs that use these financial instruments to generate long-term funding for conservation objectives in Madagascar. Of great importance will be the development of alternative financial instruments, including the valuation and marketing of environmental services at priority sites to finance conservation.

After almost two years, the RM4 team is able to take stock of our past experience and analyze how we can meet RM4 objectives more effectively. Certainly progress has been made in creating stronger sustainable financing institutions, but efforts need to continue to ensure that after MIARO funding, these institutions are functioning effectively, and that their resources are secured. There is also a need to increase the implementation of sustainable financing mechanisms and tie them directly to conservation objectives and outcomes. These efforts should ultimately link to the establishment of new protected areas (Durban Vision); mechanisms need to be employed to ensure that newly established protected areas can count on sources of funding for the future. Exploring ways to create these linkages will receive increased attention from RM4 in 2006.

The work plan faces some challenges. Progress in some areas has been slower than anticipated and adjustments will be proposed in this year's work plan. The work plan activities need to be apace with the internal decision-making procedures of partner institutions and third parties. The inability to move things forward in some areas means that RM4 will need to invest more time and resources in developing more effective management systems.

As the work plan year 2006 begins, WCS needs to recruit an RM4 coordinator who can contribute conservation finance leadership for this project and act as a liaison between staff in the US and programs in Madagascar. The current coordinator recently accepted a position at UNEP in Nairobi and will be unavailable starting in 2006. High priority must be given to recruitment of a new conservation finance program officer, whom we hope will remain on the sustainable finance team throughout the remainder of the program. WCS began to search for a suitable replacement in November 2005 and the process is on going.

Another key objective in 2006 will be the development and implementation of specific sustainable finance mechanisms at priority sites related to establishment of new protected areas in Madagascar. The process has already begun (e.g. Makira) but will be expanded during 2006 and beyond so that we can demonstrate a diversity of mechanisms that can be employed to help meet our conservation goals. Implementation will require that we engage in some social research, support development of business plans and feasibility studies to identify potentially successful business-related opportunities, and provide seed money, where needed, to jump start potentially successful ventures. Our efforts will also involve reaching out to financiers to help direct needed capital to those promising ventures we can identify.

Another effort that will be supported via RM4 this year will be a contribution of the establishment of a concessions policy. A draft concession framework has been presented to ANGAP, Eaux et Forêts and other stakeholders for review and comment, with the work completed under MIARO. Assistance for the legal review of options has been requested from BAMEX, with completion of that analysis expected by the end of January 2006. This program did not figure in the original 2005 work plan but concession policy emerged as a priority in 2005 and the MIARO team responded appropriately.

Results Module 4 includes three primary activities, along with a variety of sub-activities.

- 4.1. Expand and develop management capacity of Malagasy Environmental Trust Funds/Foundations**
- 4.2. Build on efforts made and cooperate with other EP3 actors to strengthen potential sources of income for forest habitat conservation and for new protected areas (both terrestrial and marine).**
- 4.3. Stimulate investment for biodiversity conservation**

## B. Sub Result Module Objectives

### **4.1. Expand and develop management capacity of Malagasy Environmental Trust Funds/Foundations**

This activity aims to ensure the effectiveness and success of these two long-term funding mechanisms that exist Madagascar. In the case of Tany Meva, activities will continue to support the institutional changes that began to occur during 2005. In 2006 Tany Meva will continue to mature institutionally, adding two new board members and creating a new finance committee that can help guide the board more effectively as it faces important decisions regarding the management of Tany Meva assets. The Madagascar Foundation for Protected Areas and Biodiversity (“Madagascar Foundation”) will continue to build its operational capacity and reach out to new donors and stakeholders in 2006.

This year in the workplan table a line that caters for the management of each activity under RM 4 has been added. This line item captures home office salary as well as the time of full-time staff dedicated to working on RM4 and that may not be captured appropriately in other line items.

#### ***ACTIVITY 4.1.1 - Long-term support & technical assistance to Tany Meva Foundation for institutional development, strategic planning, and development of new sustainable financial mechanisms***

During 2006, WCS and Tany Meva will continue to work together to implement Tany Meva’s strategic plan and increase the impact of Tany Meva projects.

#### **Tany Meva**

An important step for Tany Meva will be the identification of new sites to focus its programming over the next three years. In December Tany Meva will launch an analysis with support from the WCS GIS team to determine geographic areas of priority. The analysis will be based on a variety of layers including identification of newly established protected areas, determination of gaps in funding coverage, other environmental issues, etc. The factors to be determined will be finalized in a meeting between WCS and Tany Meva in early December. The analysis will lead to the selection of sites in geographic areas and the results taken to the Board for final approval. Once approval is achieved, Tany Meva will launch a program of analysis of financial needs and opportunities and then launch a program of financial support and investment. WCS will support this effort with RM 4 resources. We expect that the newly established protected areas, especially those that lie outside the management of ANGAP and Eaux et Forêts, will form the anchor for the overall site selection.

**Risks.** One risk is that the Tany Meva board will not go through with the proposed reforms, but that risk seems small at this time. A potential problem will be further delays in deciding on a geographic focus. This could occur if the feeling among board members is that Tany Meva needs to provide funds for projects throughout Madagascar or that activities should be undertaken in five regions. Tany Meva defines its regions as north, south, and east, west and central and has board members representing each of those areas. Trying to cover each region or funding many small projects would dilute the effectiveness of the organization’s funds.

**ACTIVITY 4.1.2 - Long-term support and technical assistance to Madagascar Foundation for Protected Areas and Biodiversity**

During 2006, WWF and CI will support the Madagascar Foundation’s work plan through technical assistance, fundraising and communication products and capacity building.

**Madagascar Foundation for Protected Areas and Biodiversity**

The Madagascar Foundation will enter 2006 with most of its legal framework and operational procedures established. With the recruitment of the Executive Director, Finance and Administration Director and Program Director, the Madagascar Foundation now has the human resources necessary to become fully operational. With the engagement of an asset manager(s), the Madagascar Foundation will begin to manage its initial capital in 2006. The MIARO 2006 work plan for the Madagascar Foundation corresponds directly to priority activities identified in the Madagascar Foundation’s own 2006 work plan. Since the work plan is oriented more around activities anticipated in the first six months of 2006, it is recommended that the work plan be reviewed mid-year to better respond to needs for the second half of the year.

**Risks.** Development of the Madagascar Foundation grant manual, monitoring and evaluation manual and strategic plan are all contingent on greater outreach to potential beneficiaries of the Madagascar Foundation, as well as extensive coordination with EP3 initiatives. Staff and board members have some experience with Madagascar’s protected areas, but an effort will need to be made to ensure that everyone is at the same level in making important strategic decisions. The communication materials cannot be produced unless the Madagascar Foundation Board makes basic decisions about the Madagascar Foundation’s identity (e.g., name and logo)

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
4.1.1. Long-term support & technical assistance to Tany Meva Foundation for institutional development, strategic planning, and development of new sustainable financial mechanisms	Continue board development process with completion of board operations manual and board orientation on operations.	Apr - May	WCS	Tany Meva Executive and Board	Antananarivo	Consultant time
	Provide training to the new Finance Committee of the board on asset management - consultant to provide training	Aug - Sept	WCS	Tany Meva Executive and Board	Antananarivo	Consultant time
	Provide support to implementation of communication strategy including funding for design and development of improved website	Mar - Aug	WCS	Tany Meva - head of communications	Antananarivo	Local firm to develop website and content development strategy

	Assist in establishing Tany Meva's geographic priority focus employing GIS analysis Help develop Tany Meva basic GIS capacity Develop strategy based on decentralization process	Jan - Mar	WCS	Tany Meva	Antananarivo and field	WCS GIS team and Tany Meva program staff; possible purchase appropriate GIS software
	Initiate programs in priority areas with a focus on identifying and developing sustainable financing mechanisms	Jun - Dec	WCS	Tany Meva, and other partners in region.	Selected sites identified above	WCS and Tany Meva staff -
	Develop model and plan for the utilization of potential use of PEIII funds to support implementation	May - Jul	WCS and Tany Meva	PE III partners: completed as part of WCS input	Antananarivo	WCS and Tany Meva
	Activity management	Jan - Dec	WCS	Tany Meva, MIARO partners	Antananarivo	Staff funding
4.1.2 Long-term support and technical assistance to the Madagascar Foundation for Protected Areas and Biodiversity	Select asset manager and sign contract for asset management services.	Jan - Apr	CI (LR)	Madagascar Foundation, WWF	Antananarivo, offshore	Consultant time and travel
	Develop grant manual and train Foundation staff in use of manual	Mar - May	WWF (MM)	Madagascar Foundation, ANGAP, CI	Antananarivo	Consultant time and travel
	Prepare fundraising documents for GEF	Mar - Jun	WWF (JP2, MEN)	Madagascar Foundation, CI	Antananarivo	WWF staff time
	Build Board knowledge of protected areas	Feb - Dec	CI (LR)	Madagascar Foundation, WWF	National	Travel

#### **4.2. Build on efforts made and cooperate with other EP3 actors to strengthen potential sources of income for forest habitat conservation**

##### ***ACTIVITY 4.2.1 - Technical support to the Comité pour le Développement des Instruments de Financement Durable – for the development of initiatives for financing and implementing conservation in a range of protected areas throughout Madagascar***

MIARO partners will collaborate with *Comité pour le Développement des Instruments de Financement Durable*, established within the Ministry of Environment and provide technical assistance to continue promotion of sustainable financing mechanisms as a broad policy objective within Madagascar to support long-term financing of biodiversity of conservation. Activities will include:

- ✓ Attend monthly meetings of the *Comité*
- ✓ Assist with identification of research and study needs related to sustainable finance for conservation
- ✓ Explore development of joint initiatives including identification of training needs and possible development of training programs.

The activity involves all MIARO partners and Malagasy partners both within and outside government. In addition selected activities aim to create greater understanding of the value of biodiversity conservation in Madagascar.

The MIARO team will provide some supervision of the current consultant study on financial instruments that began in September and will continue through part of 2006. The team will also undertake an inventory of ecosystem service payments using a form developed by Forest Trends and implemented in Tanzania, Uganda, and South Africa. The objective is to undertake a standardized assessment across Eastern and Southern Africa and Madagascar with a goal of sharing information and lessons learned and coordinating programs related to ecosystem service payments.

**Risks.** The biggest risk is that the process loses momentum or that it gets lost in process without rendering concrete results. The MIARO team will continue to work with the *Comité* and the Ministry to discuss ideas and identify opportunities that arise from the consultant study and inventory of ecosystem service payments. Once we have the results of those we can look at concrete actions, but we do not expect any new initiatives prior to 2007.

#### ***ACTIVITY 4.2.2 - Greater information and understanding within Madagascar about the value of ecosystems services developed and promoted***

Connecting the values and benefits of ecosystems to peoples' economic and social needs will be important for generating the support that will be needed to conserve Madagascar's biodiversity resources. Finding ways to communicate those values and their relevancy to a broad audience, including decision-makers, is key. The challenge lies in understanding the values and communicating them so that they expand peoples' understanding and influence their behavior. This continues to be a challenge, but finding ways to arrive at the values and communicate them in a meaningful way remains an objective of RM4.

This sub-activity is also linked to activities that will be developed at specific sites where efforts will be made to develop a suite of sustainable financing mechanisms that benefit both protected areas as well as communities connected in some way to biodiversity conservation and who may benefit from conservation-related business investments.

Specifically under this activity the following will be undertaken during 2006, including:

- ✓ WCS will conduct research on the valuation of resources at Makira in 2006. Similar research may be undertaken at the selected Tany Meva sites. The goal will be to develop a methodology that will provide useful and others can use quality data and which to conduct socio-economic and valuation research around protected areas in Madagascar.

- ✓ Development of an outreach product that is informative and educates a broad audience about the economic benefits of ecosystem services – the product will be developed during 2006 for launching by October. Plans are currently under development.
- ✓ Identification of potential Payment for Watershed Services sites in context of WWF, CARE, IIED program. Madagascar was selected as a potential pilot country for this program, which will be funded by DANIDA and DGIS beginning in 2006.

**Risks.** The original design of this sub-activity anticipated the development of a forum or workshop that would provide information on ecosystems services to decision makers and academics. The team decided that development of such a workshop would be tantamount to “preaching to the converted” and would likely not result in the desired impact. It was decided to explore demand and identify the types of products that would appeal to a broad audience. Several ideas have been identified and a final decision will be made in early 2006. The only significant risk is that we do not gauge demand appropriately and the product does not attract the desired interest.

With regard to the research the biggest risk will be ensuring good quality so that everyone has confidence in the results. This will require good design and oversight throughout the process. Developing good research partnerships will also be important. The other risk is that the information gleaned from the research will not have the influence desired. The MIARO team needs to find ways to sustain information flow so that the data, research results, and conservation stories remain in the public domain and resonate with leaders at the national, regional and local levels, so that support for conservation grows.

#### ***ACTIVITY 4.2.3 - Development of carbon related projects for forest restoration and forest conservation***

This activity supports the development of carbon related projects in Madagascar. Madagascar has made significant strides in marketing carbon and can be considered one of the leaders in selling carbon from avoided deforestation. Makira has already sold 40,000 tons and there is demand for more, so WCS will continue to work with the government to develop the contracts to increase sales from Makira. If done well the example of Makira will bolster the arguments to include avoided deforestation as an approved mechanisms in future climate change agreements. Moreover significant funds could flow to Makira from Makira carbon sales and that could support protected area management and community-level investments.

The Carbon project developed by CI will be implemented in 2006 with an aim of having the final project with the Bio Carbon Fund signed this year. CI has already provided a grant to Tany Meva to begin some of the reforestation preparation works as part of the match for that project at the site level. CI has also helped the government to get the approval of some pre-requisite project documents and will still work on developing additional compulsory ones. In the same way, CI will continue to provide assistance in identifying potential new buyers in addition to those that are already paying and those that are secured. Technical support will be provided to the government to negotiate the Emission Reduction Purchase Agreement (ERPA) and have it signed this year. CI assistance will then deal with the remaining steps that will await the government for the project implementation among which is the design and creation of the project management structure. This latter is expected to handle both technical and financial management issues throughout the project lifetime.

**Risks.** The largest risk involves the market for avoided deforestation carbon. So far the voluntary market has been robust, but the market is still voluntary and finding buyers requires a significant time investment. The other issue will be working out the costs as well as the expertise required to ensure monitoring and compliance. These issues will have to be addressed and resolved in the course of developing projects and setting up systems.

**ACTIVITY 4.2.4 - Assist the GOM develop other new financial instruments for forest habitat conservation**

As part of its support to the Comité, WWF will continue to assist the GOM to assess other new instruments for forest habitat conservation. Early in 2006, WWF will reassess its contribution to this activity based on recommendations to be presented to the Comité by Someah. One of the contributions under consideration has been the potential introduction of green taxes to finance the environmental sector in Madagascar – in order to provide some input for Someah’s work, WWF would review green tax experiences in other countries. WWF will also seek to identify other sources of funding for work on development of new financial instruments.

**Risks.** Someah recommendations may need some review and refinement if technical studies are not sufficiently developed.

**ACTIVITY 4.2.5. Enable environmental actors to obtain increased budgetary allocations for the environmental sector through debt relief allocations**

MIARO efforts led to President Ravalomana’s announcement in September 2005 that 8% of debt relief budgetary resources will be allocated to protected areas. In order to ensure that these resources actually benefit protected areas, it will be important to continue to advocate for the government commitment through the budget cycle. This will also relate to the government’s capital contribution to the Madagascar Foundation. MIARO partners will continue to consult with each other and EP3 stakeholders to develop and implement a strategy that realizes this commitment. As a result of the Gleneagles G-8 commitment, it will be necessary to calculate potential debt relief funds that could be available beyond the existing HIPC debt relief funds.

In 2005, WWF identified the French government’s C2D bilateral debt relief mechanism as a potential source of funding for the environmental sector. In the fourth quarter of 2006, WWF will develop a C2D proposal and strategy for advocating that C2D resources are allocated to the sector when Madagascar’s C2D is renegotiated in 2007. This activity will need to be coordinated with work on overall HIPC/PRSP financing. WWF-France will be providing additional support for this initiative on an on-going basis.

**Risks.** This activity is contingent on a coordinated approach by EP3 actors. In the past, government commitments for HIPC/PRSP debt relief have not been realized due to the Ministry of Environment’s weak capacity to make the case for debt relief resources to be allocated to the environmental sector.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
4.2.1. Technical support to the Comite pour le Developpement des Instruments de Financement Durable – for the development of initiatives for financing and implementing conservation in a range of protected areas throughout Madagascar	Attend monthly meetings; provide advice and support to the process and contribute to studies analysis Undertake training as necessar	Jan - Dec	RM4 team	Comite pour le Developpement des Instruments de Financement Durable	Antananarivo	Staff time
	Undertake inventory of ecosystem service payments following methodology used in Uganda, Tanzania and South Africa	Mar - May	WCS Coordinator	Comite pour le Developpement des Instruments de Financement Durable	National	Coordinator with collaboration from committee and interviewers
4.2.2. Greater information and understanding within Madagascar about the value of ecosystems services developed and promoted	Valuation of ecosystem services assessment (scope to be determined)	Apr - Dec	RV and WCS coordinator	Makira project,	Antananarivo + field staff	WCS coordinator, local researchers - WCS design support
	Develop outreach/ product with broad appeal to market the concept of ecosystem services and values Madagascar Distribute product.	Apr - Dec	WCS Coordinator	WCS education,	Development in Antanarivo; national distribution	Graphic designer and copy editor
	Conduct economic evaluation to "SAPM" approach (case studies on new protected areas creation" [marine, terrestrial]	Apr - Dec	WWF, WCS		Makira, Mikea Sud, Marine	STTA local
	Identification of payment for ecosystem services pilot projects	Feb - Dec	WWF (SR, EB)	CARE, IIED, MIARO partners	Antananarivo and field sites to be identified	WWF TDY time and travel, Consultant time
4.2.3. Development of carbon related projects for forest restoration and forest conservation	Design, recruit and ensure the functioning of the project management entity	Apr - Jul	CI	World Bank, Carbon coordination unit		Technical assistance
	Assist the GoM to complete the definition of forest and its submission to the CDM Executive Board	Mar - Apr		DNA		Workshop
	Help the GoM develop, finalize and submit Project Design Document (PDD) to CDM Executive Board	Mar - Apr, Jun - Aug		DNA		Technical assistance

	Assist the GoM negotiate the ERPA	Apr - Jun		World Bank, DNA		Technical assistance
	Facilitate negotiation between the GoM and The Climate Trust	Jan - Sept		DNA, TCT		Technical assistance
4.2.4. Assist the GOM develop other new financial instruments for forest habitat conservation including the Introduction of Green Taxes to finance the environmental sector	Work plan to be developed based on recommendations of Comite pour le Developpement des Instruments de Financement Durable	Jan - Dec	WWF: Lalaina Randrianarison	Comite, MIARO partners	National	WWF staff time
4.2.5. Enable environmental actors to obtain increased budgetary allocations for the environmental sector through HIPC/PRSP budgetary allocations and non-HIPC debt bilateral debt for nature swaps	Continue high-level lobbying for debt relief allocation to protected areas	Jan - Dec	Jean-Paul Paddack, WWF and Leon Rajaobelina, CI	MIARO partners	Antananarivo	WWF and CI staff time
	Prepare proposal for C2D allocation	Sept - Dec	WWF: Marie de Longcamp	CI	Antananarivo and Paris	WWF TDY and travel
4.2.6 Activity Management		Jan - Dec	RV and WCS CF specialist;	WWF and CI	National	WCS and WWF staff

### 4.3. Stimulate investment for biodiversity conservation

#### **ACTIVITY 4.3.1 - Promote site- based funding for SdC and AP particularly with “non-traditional donors” (zoos and zoo consortia) linked with marketing strategies and business plans of the two conservation funds and the Protected Areas**

WCS will continue to develop the Masoala partnership with Zoo Zurich in an effort to build Zoo Zurich that will lead to continued and sustained financial support for Masoala National Park. WCS will continue to liaise with the Zoo, support its outreach and fundraising effort and will continue to explore the establishment of a targeted long-term fund for the park. Funding at a rate of \$100,000 per year continues to flow, with \$25,000 contributing each year to a permanent fund. The goal is to significantly increase fund contributions via the Friends of Masoala Group.

**Risks.** Funding from Zoo Zurich is based on voluntary contributions and a cut of the gift shop and food court receipts. Zoo Zurich feels comfortable that these will amount to \$100,000 per year. The endowment will be created as part of a major voluntary effort. Because of the voluntary nature, it is possible that people lose interest or find difficulties in raising the funds. Maintaining contact and interest will be important for ensuring that commitment of volunteer time and contributions. However there is no certainty of success in raising the money.

**ACTIVITY 4.3.2 - Promote greater private sector participation in conservation through debt and equity financing for commercially viable biodiversity businesses and enterprises in Madagascar**

This activity focuses on the stimulating investment in biodiversity conservation with a special emphasis on building linkages with the private sector and will begin in earnest in 2006. Several programs will be continued from initial discussions and work begun in 2005.

The draft concessions framework will be reviewed, legal issues addressed and a policy developed in 2006. The policy will establish a standard approach for how the private sector will work with protected areas to provide accommodation facilities and other services.

MIARO will begin to work with a variety of stakeholders to improve business opportunities. Work with ecotourism will continue and new business opportunities will be explored to develop supply chains that can benefit communities where conservation project are on going. Business school students will provide business planning and feasibility study expertise for a variety of businesses in Madagascar to better explore feasible options.

A more detailed work plan will be developed based on identification of financing strategies for potential pilots sites and an analysis of private sector financing sources that could be available to finance investment in or near these sites.

**Risks.** The major risk will be the lack of private sector interest if returns are not on par with what can be gained in alternative investments. The team will explore this issue and seek viable solutions to this constraint.

**ACTIVITY 4.3.3 - A series of pilot ecotourism partnerships between the private sector, CBOs, regional authorities and relevant ministries is developed in collaboration with NGO partners that support biodiversity conservation.**

Over the regional approach launched by CI in 2005, starting with baseline assessment of tourism potentialities in selected protected areas, new tools and approaches are developed in participatory planning. New partnerships between four categories of ecotourism - meaning PAs managers (ANGAP, DGEF, NGOs/CBOs or Private owners), communities that live tightly to the PAs, tourism industries (hotels, tour operators, guides...) and government authorities (MINENVEF, Ministry of Culture and Tourism, Regional Government Authorities), are expected to be developed in order to build and ensure sustainability of co-management of ecotourism as an efficient tool for biodiversity.

A “Comité de Développement de l’Ecotourisme”, will be in place to support each administrative region in their regional ecotourism planning. Those committee will be in charge of:

- The finalization of their respective ecotourism development plan, defining respective workplan and attribution of each stakeholders,
- The implementation and monitoring of the regional ecotourism development plan

CI will provide technical support and relevant interventions of each category of actors to improve and speed up the effectiveness of the regional ecotourism plan. Specific programs are held to make better understanding between them. CI will:

- Support government authorities, - including MINENVEF, the Ministry of Tourism and the regional authorities-, in building sustainable ecotourism framework and legacy that harness tourism for biodiversity conservation. Specific training program in ecotourism will be held for the capacity building of those government representations that enforce the administration of ecotourism
- Make auspicious environment to better interest the tourism private sector in biodiversity conservation
- Support the coordination the regional tourism development and marketing actions, with the implementation and management of new protected areas according to Durban vision results.

Regular monitoring will be done through reporting and workshops in order to seek more efficiency in sustainable approach of tourism as a real conservation tool.

**Risks.** As each stakeholders has divergent interests and a different level of ecotourism acknowledges and understanding, the challenge will be to make all of them share the same objective of biodiversity conservation by sustainable tourism development. CI must strongly take care of each stakeholder expectation in his role as facilitator of the partnership buildings. Finally, as it is a sustainability-building program, the lack of funding will compromise the implementation of approaches.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
4.3.1. Promote site- based funding for SdC and AP particularly with “non-traditional donors” (zoos and zoo consortia) linked with marketing strategies and business plans of the two conservation funds and the Protected Areas	Continue development of Zoo Zurich partnership and fundraising effort Enhance partnership and develop new efforts	Jan - Dec	JM, HC, RV	Zoo Zurich, Zoo Duet, Madagascar Fauna Group	USA, Europe, Masoala	WCS staff
	Assess sustainable financing options at least two sites (new protected areas) o analyze potential business and sustainable financing opportunities Develop feasibility studies	Apr - Aug	WCS - RV and WCS-CF specialist	Tany Meva	Sites TBD	WCS staff and consultants
4.3.2. Promote greater private sector participation in conservation through debt and equity financing for commercially viable biodiversity businesses and enterprises in Madagascar	Identify specific business investments as a result of 4.3.1.2 above and possibly finance business plans and help identify investments, including those benefiting people around protected areas	Mar - Sept	RV and WCS CF specialist	Businesses and universities (Yale, UC Berkley)	Multiple sites	WCS staff, business students, private sector collaborators

	Contribute to development of concession policy to involve private sector in ecotourism investments in and around protected areas	Jan - Dec	RV and Coordinator	ANGAP, Eaux et Forets, WWF, BAMEX	Antananarivo	WCS staff in collaboration with Concession Committee
	Analyze potential for new private sector financing sources to invest in environmental sector and develop financing strategies for pilot sites	Jan - Dec	WWF (JP2, MM)	MIARO partners	National	WWF Staff time and TDY time
	Management of activity	Jan - Dec	RV and WCS-CF Specialist	MIARO team other stakeholders	National	RV and WCS CF Specialist
4.3.3 A series of pilot ecotourism partnerships between the private sector, CBOs, regional authorities and relevant ministries is developed in collaboration with NGO partners that support biodiversity conservation.	Rapid Tourism Assessment: economic, sociocultural issues of ecotourism	Jan - Feb, Apr	CI	Atsinanana, Analanjorofo, Imoronimania and Haute Matsiatra Regions, CI	Ranomafana Andringitra Corridor	Staff time, Consultants, workshops, travels
	Support the institutional government in ecotourism administration: planning, monitoring and control, marketing, laws applications	May - Dec	CI	Alaotra Mangoro, Atsinanana, CI	Ankeniheny Zahamena Corridor	Staff time, workshops, travels

### III. COORDINATION, MANAGEMENT AND PLANNING ACTIVITIES

#### *Activities Directly Related to Logical Framework*

##### A – STTA/TDY INTERVENTIONS

###### **a. Conservation International**

<b>Activities/Steps</b>	<b>Targets</b>	<b>Period</b>	<b>Responsible</b>	<b>Localization</b>	<b>Budget Elements</b>
Support to carbon project	Support to RM4	May, Oct-Nov	Louise Holloway	Madagascar	Honorary Per diem, Lodging Travel costs
Support to DVG on conservation planning	Support to DVG	Apr – May	Bob Pressey	Madagascar	Honorary Per diem, Lodging Travel costs
Support to DVG on Protected Areas establishment	Support to DVG	TBD	2 IUCN Experts	Madagascar	Honorary Per diem, Lodging Travel costs
Biodiversity offset and action plan for extractive industries	Support to DVG	May	Jonathan Ekstrom	Madagascar	Honorary Per diem, Lodging Travel costs

###### **b. WCS**

<b>Activities/Steps</b>	<b>Targets</b>	<b>Period</b>	<b>Responsible</b>	<b>Localization</b>	<b>Budget Elements</b>
Activity Support on REBIOMA and PA priority-setting	Support to RM4	TBD	Alison Cameron	USA	Honorary Per diem, Lodging Travel costs
RM4 implementation and management	Support to RM4	April, July, October, December	Ray Victorine	Madagascar	Honorary Per diem, Lodging Travel costs
Tany Meva Foundation	Support to Tany Meva	TBD	TBD	Madagascar	Honorary

Board development training and support to the Executive					Per diem, Lodging Travel costs
Development of ranger-based monitoring system	Support to RM4	April	Fiona Maisels	Madagascar	
Support to Protected Areas Business plans	Support to RM4	June-August	TBD (MBA internships)	Madagascar	Honorary Per diem, Lodging Travel costs
Sustainable financing issues	Support to Madagascar Foundation	TBD	Ray Victorine	Switzerland	Honorary Per diem, Lodging Travel costs
Assessment of ecosystem values	Support to RM4	TBD	TBD	Madagascar	Honorary Per diem, Lodging Travel costs

**c. WWE**

<b>Activities/Steps</b>	<b>Targets</b>	<b>Period</b>	<b>Responsible</b>	<b>Localization</b>	<b>Budget Elements</b>
Support to RM2	Activity support to RM2	Feb - Mar, Jul - Dec	Jean Pierre D'Huart	Madagascar	Honorary Per diem, Lodging Travel costs
Support to RM2 and RM4	RM 2.3 - Review of ANGAP Business Plan RM 4.1 - Madagascar Foundation donor meeting	May - Jun	Melissa Moye	Madagascar	Honorary Per diem, Lodging Travel costs
Support to RM2	RM 2.3 - Business planning, private sector financing mechanisms	Sept	Melissa Moye	Madagascar	Honorary Per diem, Lodging Travel costs
Support to RM4	RM 4.2.2 - Identification and development of payment for ecosystem	Feb, Sept - Oct	Esteban Brenes	Madagascar	Honorary Per diem, Lodging Travel costs

	mechanisms				
Support to RM4	RM4.2.5 - prepare strategy for C2D allocation	Apr - Sept	Marie de Longcamp	Paris	

Notes

Other STTA can be hired for the following purposes but we do not know yet their origin:

- ♦ RM 4.1.2 - Grant Manual (April)
- ♦ RM 4.2.4 - Green taxes (Apr - Sept)

**B – USAID ALLIANCE ACTIVITIES**

The main objective of USAID Alliance is to promote partnership within all AID funded project through its 3 priority regions. The “Alliance” is based to a good understanding and a common vision through inter-relations and all each duties under the Env/RD Program. MIARO Program is a potential member of the USAID Alliance. MIARO Program participated to all workshops organized by USAID on September 2004.

To ensure that MIARO will meet to the Alliance Objectives, some activities are planned under the initiatives of Conservation International through most of the USAID priority regions.

<b>Activities/Steps</b>	<b>Targets</b>	<b>Period</b>	<b>Responsible</b>	<b>Localization</b>	<b>Budget Elements</b>
Coordination meeting	USAID priority regions	Monthly: Jan – Dec	USAID Alliance	<ul style="list-style-type: none"> <li>▪ Tamatave</li> <li>▪ Fianarantsoa</li> <li>▪ Anosy</li> </ul>	Associated costs
Strategic meeting	USAID Alliance	Quarterly: Mar, Jun, Sept, Dec	USAID Alliance	Antananarivo	Associated costs

## Support activities

### C - MEETINGS

#### a. Periodic meetings

Periodic meetings between all MIARO Program stakeholders are required to ensure synergy and coordination between activities. These meetings are particularly important to ensure an enhanced way of leading of all activities, also it will avoid that MIARO work in isolation with other entity concerned in the implementation of all environmental activities.

Activities/Steps	Targets	Period	Responsible	Localization	Budget Elements
Steering Committee	CI, WCS, WWF and ANGAP	Monthly	CI (LR, FH), WCS (HC), WWF (JPP), ANGAP (DG)	Antananarivo	Associated costs
MIARO Bi-weekly	USAID, DGEF, CI, WCS, WWF and ANGAP	Bi-weekly: ▪ Strategic meeting ▪ Monitoring activities	CI	Antananarivo	Associated costs
Durban Vision Group	Durban Vision Group	Weekly	DGEF	Antananarivo	Associated costs
Finances and Administration	CI, WCS, WWF and ANGAP	Monthly	CI	Antananarivo	Associated costs
PIP ( <i>Programme d'Investissement Publics</i> )	CI, WCS, WWF, ANGAP and other AID funded project	Monthly	USAID	Antananarivo	Associated costs

#### b. International meetings

International meetings will allow MIARO Program to relate progress according to results acquired from the beginning of the project. Participation to different international meeting can concern MIARO Team as an Implementation Project but also it gives opportunity to different Malagasy Environmental Representative or authority to emphasis and to confirm the willingness to support all MIARO Activities as the Malagasy President declared in Durban on 2003.

Activities/Steps	Targets	Period	Responsible	Localization	Budget Elements
International seminar on protected area	1 person	August	Michèle Andrianarisata or Bruno Rajaspera	United States of America (Montana)	Per diem, Lodging Travel costs

management					
Meeting on biodiversity offset sustainable financing mechanism	2 persons	TBD	Jeannicq Randrianarisoa and 1 pers from GOM	United States of America	Per diem, Lodging Travel costs

**D – ACTIVITIES FOLLOW UP AND INTERNAL CONTROL**

<b>Activities/Steps</b>	<b>Targets</b>	<b>Period</b>	<b>Responsible</b>	<b>Localization</b>	<b>Budget Elements</b>
Activities follow up	1 visit per organization/office Subgrantees: ▪ WCS Office ▪ WWF Office ▪ ANGAP: Central Office, Ranomafana, Mantadia/Analamazaotra, Zahamena, Andohahela	Jan – Dec	CI	Antananarivo, Ranomafana, Andasibe, Fénérive Est, Taolanaro	Per diem, Lodging, Travel costs
Internal control	1 visit per organization/office Subgrantees: ▪ WCS Office ▪ WWF Office ▪ ANGAP Central Office	Jun – Dec	CI	Antananarivo	
External audit	1 external audit	Sept	External audit firm	Antananarivo, Ranomafana, Andasibe, Fénérive Est, Taolanaro	Audit fees Per diem, Lodging, Travel costs

## E - REPORTS

Activities/Steps	Targets	Period	Responsible	Localization	Budget Elements
Financial report	4 Financial reports	Feb, May, Jul, Nov	CI, WCS, WWF, ANGAP	CI DC	Management fees
Annual Performance report	1 Annual report	Dec	CI, WCS, WWF, ANGAP	CI MAD	Management fees
Semi-Annual progress report	1 Semi-Annual report	Jun	CI, WCS, WWF, ANGAP	CI MAD	Management fees
Short Term consultants reports	STTA report	Jan – Dec	CI, WCS, WWF	CI MAD	Management fees
Annual inventory of commodities	1 inventory report	Dec	CI, WCS, WWF, ANGAP	CI MAD	Management fees

## F – MATERIALS & EQUIPMENTS ACQUISITION

### a. Conservation International

Activities/Steps	Targets	Period	Responsible	Localization	Budget Elements
Information Technology Equipment	<ul style="list-style-type: none"> <li>▪ 1 Laptop with licenses</li> <li>▪ 1 LCD Projector</li> </ul>	Jan – Jun	CI	Washington DC, Antananarivo	
Office equipment	Other furniture's	Jan – Dec	CI	Antananarivo	

### b. WWF

Activities/Steps	Targets	Period	Responsible	Localization	Budget Elements
Office equipment	<ul style="list-style-type: none"> <li>▪ Other furniture's</li> </ul>	Jan – Dec	WWF	Antananarivo	

### c. ANGAP

Activities/Steps	Targets	Period	Responsible	Localization	Budget Elements
Information Technology Equipment	<ul style="list-style-type: none"> <li>▪ 2 Desktop</li> <li>▪ 3 LCD Projector</li> </ul>	Jan – Dec	ANGAP	HQ, DIR F, DIR T	

	<ul style="list-style-type: none"> <li>▪ 3 Laser printers</li> <li>▪ 2 UPS</li> <li>▪ 2 Laptop</li> </ul>				
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## G – MIARO TRAVEL PLAN 2006

Some trips between Madagascar and different countries abroad are planned for 2006. These trips will concern STTA and/or TDY who will bring their knowledge and their support to the Durban Vision Group. Also, some trips will be made by different MIARO people CI, WCS, WWF and ANGAP and some authorities concerned, from Madagascar to abroad in order to present or to relate the project progress from the beginning of MIARO.

This travel plan is shown with the workplan to let us USAID to give prior approval for all predetermined trips. Though, some international trips will be happening during the year 2006 and MIARO will address prior approvals from USAID depending on the needs.

### a. Conservation International

Origin	Destination	Purpose	Estimated Period	Number of trips	Participants
United Kingdom	Madagascar	Support on carbon project	May, Oct-Nov	2	Louise Holloway
Australia	Madagascar	Support to DVG on conservation planning	Apr – May	1	Bob Pressey
United Kingdom, Italia	Madagascar	Support to DVG on Protected Areas establishment	TBD	2	IUCN Experts
United States of America	Madagascar	Biodiversity offset and action plan for extractive industries	May	1	Jonathan Ekstrom
Madagascar	United States of America	International seminar on protected area management	August	1	Michèle Andrianarisata or Bruno Rajaspera
Madagascar	United States of America	Meeting on biodiversity offset sustainable financing mechanism	Jan – Dec	2	Jeannicq Randrianarisoa and 1 pers from GOM

### b. WCS

Origin	Destination	Purpose	Estimated Period	Number of trips	Participants
Madagascar	USA	Development of Carbon financing mechanisms	TBD	2	Helen Crowley
Madagascar	Europe	Development of zoo-based	August	1	Helen Crowley

<b>Origin</b>	<b>Destination</b>	<b>Purpose</b>	<b>Estimated Period</b>	<b>Number of trips</b>	<b>Participants</b>
		financing of Protected Areas			
Madagascar	USA	Activity Support on REBIOMA and PA priority-setting	TBD	2	Alison Cameron
USA	Madagascar	RM4 implementation and management	April, July, October, December	4	Ray Victorine
USA	Madagascar	Tany Meva Foundation Board development training and support to the Executive	TBD	2	TBD
Madagascar	Europe	Development of zoo-based financing of Protected Areas	August	1	James MacKinnon
Madagascar	Uganda	Development of monitoring system	TBD	1	James MacKinnon
USA	Madagascar	Development of ranger-based monitoring system	April	1	Fiona Maisels
USA	Madagascar	Development of REBIOMA database interaction tool	TBD	1	WCS staff from Living Landscape Program
USA	Madagascar	GIS support to ANGAP	TBD	1	WCS staff from Living Landscape Program
USA	Madagascar	Monitoring of Protected Areas impacts	TBD	1	WCS staff from Living Landscape Program
USA	Madagascar	Support to Protected Areas Business plans	June-August	5	TBD (MBA internships)
USA	Switzerland	Sustainable financing issues	TBD	1	Ray Victorine
USA	Madagascar	Assessment of ecosystem values	TBD	1	TBD

**c. WWF**

<b>Origin</b>	<b>Destination</b>	<b>Purpose</b>	<b>Estimated Period</b>	<b>Number of trips</b>	<b>Participants</b>
Belgique	Madagascar	Activity support to RM2	Feb - Mar, Jul - Dec	2	Jean Pierre D'Huart

USA	Madagascar	RM 2.3 - Review of ANGAP Business Plan RM 4.1 - Madagascar Foundation donor meeting	May - Jun	1	Melissa Moya
USA	Madagascar	RM 2.3 - Business planning, private sector financing mechanisms	Sept	1	Melissa Moya
USA	Madagascar	RM 4.2.2 - Identification and development of payment for ecosystem mechanisms	Sept - Oct	1	Esteban Brenes
USA	Paris	RM4.2.5 - prepare strategy for C2D allocation	Apr - Sept	1	Marie de Longcamp

## IV. BUDGET AND FINANCING NEEDS

The budget presented here is for the implementation of the overall Leadership with Associates Grant under MIARO Program for year 2006.

This year, some budget revisions were integrated to project budget linked with MIARO interventions in some USAID ecoregions. These added costs concern salaries of CI central support staff and some staff working through Regional Office as Fianarantsoa and Toamasina. Also, some running costs linked with these two regional offices were added to MIARO budget from 2006 till the end of the project. More detailed of these reviewed will be sent to USAID Madagascar in accordance with the cooperative agreement.

<b>Budget Lines</b>	<b>Overall Program Budget (US\$) - (i)</b>	<b>Expenditures as of 31 dec 2005 (US\$) - (ii)</b>	<b>2006 Project Budget (US\$) - (iii)</b>
A. FIELD PERSONNEL	338,885	87,124	94,319
B. HOME OFFICE PERSONNEL	42,925		8,833
C. SHORT-TERM TECHNICAL ASSISTANCE	310,236	174,594	163,630
D. TRAVEL & PER DIEM	111,900	43,860	47,700
F. TRAINING/WORKSHOP	281,000	132,865	274,900
G. OTHER DIRECT COSTS	183,959	148,514	104,638
H. INDIRECT COSTS	370,266	67,812	173,505
I. EQUIPMENT	25,000	27,163	0
J. SUBGRANTS			
WWF	1,135,045	462,000	398,752
WCS	1,200,760	474,000	564,117
ANGAP	2,000,000	546,938	489,326
<b>TOTAL</b>	<b>\$5,999,976</b>	<b>\$2,164,870</b>	<b>\$2,319,720</b>

## **APPENDICES**

- Annex 1: Annual Workplan Table
- Annex 2: Project budget CI
- Annex 3: Project budget WCS
- Annex 4: Project budget WWF
- Annex 5: Project budget ANGAP

# ANNUAL WORKPLAN

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## MIARO Program

*Maintaining Biological Integrity of Critical Biodiversity Habitats  
Associate Cooperative Agreement No. 687-A-00-04-00090-00*

**JANUARY 1, 2006 – DECEMBER 31, 2006**



## **PROJECT SUMMARY**

Project Name: **MIARO**

Project activity: **Maintaining Biological Integrity of Critical Biodiversity Habitats**

Cooperative Agreement No.: **687-A-00-04-00090-00**

Project period: **May 17, 2004 – September 30, 2008**

Implementing Organization: **Conservation International – Madagascar in partnership with WCS, WWF and PNM ANGAP**

Planning Period: **January 1, 2006 – December 31, 2006**

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## LIST OF ACRONYMS

<b>ANGAP</b>	<i>Association Nationale pour la Gestion des Aires Protégées (Parcs Nationaux Madagascar ANGAP)</i>
<b>BPC</b>	Business Planning for Conservation
<b>CAS</b>	California Academy Sciences
<b>CD</b>	Compact Disc
<b>CDM</b>	Clean Development Mechanism
<b>CEPF</b>	Critical Ecosystem Partnership Fund
<b>CI</b>	Conservation International
<b>CIREEF</b>	<i>CIRconscription de l'Environnement, des Eaux et Forêts</i>
<b>CISCO</b>	<i>Circonscription Scolaire</i>
<b>CITES</b>	Convention on International Trade in Endangered Species
<b>COAP</b>	<i>Code des Aires Protégées</i>
<b>CONARAMS</b>	<i>Comité National RAMSAR</i>
<b>CRD</b>	<i>Comité Régional de Développement</i>
<b>DGEF</b>	<i>Direction Générale des Eaux et Forêts</i>
<b>DIR</b>	<i>Direction Inter-Régionale (Regional Offices)</i>
<b>DIREEF</b>	<i>DIRection Régionale de l'Environnement, des Eaux et Forêts</i>
<b>DVG/GVD</b>	Durban Vision Group
<b>Env/RD</b>	Environment /Rural Development
<b>EP3</b>	Madagascar's Environmental Program Phase 3
<b>FAGEC</b>	<i>Fonds d'Appui à la Gestion Environnementale des Communes</i>
<b>FUNBIO</b>	<i>Fundo Brasileiro para a Biodiversidade</i>
<b>GCF</b>	Global Conservation Fund
<b>FLR</b>	Forest Landscape Restoration
<b>FTM</b>	<i>Foibe Taotsaritanin'I Madagasikara</i>
<b>GDRN</b>	<i>Gestion des Ressources Naturelles</i>
<b>GOM</b>	Government
<b>GSPM</b>	<i>Groupe de Spécialistes en Plantes Menacées</i>
<b>HIPC</b>	Heavily Indebted Poor Country
<b>HQ</b>	Headquarter
<b>IEEG</b>	<i>Indice d'Efficacité de Gestion</i>
<b>IUCN</b>	International Union for Conservation of Nature and Natural Resources – The World Conservation Union
<b>JME</b>	<i>Journée Mondiale de l'Environnement</i>
<b>LWA</b>	Leadership with Associates Award
<b>MBG</b>	Missouri Botanical Garden
<b>MECIE</b>	<i>Mise en Compatibilité des Investissements avec l'Environnement</i>

<b>MINENVEF</b>	<i>Ministère de l'Environnement, des Eaux et Forêts</i>
<b>MIST</b>	Management Information System
<b>MPA</b>	Marine Protected Area
<b>NEAP</b>	National Environmental Action Plan
<b>NGO/ONG</b>	Non-Governmental Organization
<b>PA</b>	Protected Area
<b>PADR</b>	<i>Plan d'Actions pour le Développement Rural</i>
<b>PAGE</b>	<i>Projet d'Appui à la Gestion de l'Environnement</i>
<b>PGC</b>	<i>Plan de Gestion de la Conservation</i>
<b>PRSP</b>	Poverty Reduction Strategy Paper
<b>PTA</b>	<i>Plan Annuel de Travail</i>
<b>RAPPAM</b>	Rapid Assessment Program on Protected Areas Management
<b>REPC</b>	<i>Réseau des Educateurs et Professionnels de la Conservation</i>
<b>RES</b>	Restoration Ecosystem Services
<b>RM</b>	Results Module
<b>RUG</b>	<i>Réunion des Unités de Gestion</i>
<b>SO6</b>	Strategic Objective 6
<b>SSEE</b>	<i>Système de Suivi de l'Etat des Ecosystèmes</i>
<b>STTA</b>	Short-term technical assistant
<b>SAPM</b>	<i>Système d'Aires Protégées de Madagascar</i>
<b>SAS</b>	<i>Service Appui Santé</i>
<b>SAT</b>	<i>Service Appui Technique</i>
<b>TDR/TOR</b>	Terms of Reference
<b>TDY</b>	Temporary Duty
<b>TNC</b>	The Nature Conservancy
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>USAID</b>	United States Agency for International Development
<b>WB</b>	The World Bank
<b>WCPA</b>	World Commission on Protected Areas
<b>WCS</b>	Wildlife Conservation Society
<b>WWF</b>	World Wildlife Fund / World Wide Fund for Nature
<b>ZPC</b>	<i>Zones de Priorités pour la Conservation</i>

## **LIST OF RESPONSIBLES PER ORGANIZATION**

<b><u>ANGAP</u></b>	DAF: <i>Directeur Administratif et Financier</i> – José Ravelomanantsoa
	DG: <i>Directeur Général</i> – Guy Suzon Ramangason
	DGA: <i>Directeur Général Adjoint</i> – Charles Rakotondrainibe
	DOP: <i>Directeur des Opérations</i> – Herijaona Randriamanantenasoa
	DRH: <i>Directeur des Ressources Humaines</i> – Faustin Randrianalison
<b><u>CI</u></b>	BR: Bruno Rajaspera
	FH: Frank Hawkins
	LR: Léon Rajaobelina
	MA: Michèle Andrianarisata
	TR: Teddy Ramaroson
<b><u>WCS</u></b>	DM: David Meyers
	HC: Helen Crowley
	HR: Herilala Randriamahazo
	RV: Ray Victurine
	ES: Esteban Brenes
<b><u>WWF</u></b>	GR: Gérard Rambeloarisoa
	JP2: Jean-Paul Paddack
	JPDH: Jean-Pierre D'Huart
	MDL: Marie De Longcamp
	MEN: Martin E. Nicoll
	MM: Melissa Moye
	NR: Nanie Ratsifandrihamanana
	SR: Simon Rafanomezantsoa

## I. SUMMARY

This document covers activities envisaged for the MIARO program between 1 January – 31 December 2006, funded by USAID under the « Maintaining Biological Integrity of Critical Biodiversity Habitats », Leader Award No. LAG-A-00-99-00046-00

The major theme of the MIARO program, led by Conservation International, in partnership with Wildlife Conservation International (WCS), World Wide Fund for Nature (WWF) and National Parks Madagascar (ANGAP), will be support the implementation of the « Durban Vision », as expressed by the President of Madagascar in September 2003. The Durban Vision consists of increasing the surface under protected area management from 1.7 M Ha in 2003 to 6 M ha in 2008, over the life of the third phase of the National Environmental Action Plan (NEAP). MIARO is supporting the planning and creation of these new protected areas and also brings complementary initiatives within the context of the NEAP, through partnership in the USAID Alliance under USAID's SO6 Environment/Development component.

Last year saw MIARO support the establishment of many of the first steps in the Durban Vision. The first set of new protected areas started the initial phase of creation, and a set of other sites are far enough advanced to presume that their arêtes will be signed in 2006. The enabling legislation for this was created, the trust fund is now operational, and interest of investors in contributing to the management of protected areas has never been higher. The government engaged to provide 8% of debt relief to the management of protected areas, and the other donors to the trust fund strengthened and in some cases increased their commitment. We have learned a lot as well as achieving a lot during the last 18 months of MIARO. We will therefore see some reorientation of MIARO activities, and in particular 2006 will see MIARO expanding its effort. We are not yet satisfied with the progress made.

The biggest challenges are:

- a. Ensuring that we know the contribution of each protected area of the network, present and planned, to the conservation of Malagasy biodiversity, through a collaborative and scientifically rigorous process. Investment support to each park in the network should at least be partly based on this strategic contribution, combined with an analysis of pressures on each
- b. Sustaining progress in creating the new protected areas, through the integration of consultation methodologies and zoning to produce an equitable and economically persuasive model for protected area implementation
- c. Taking the lessons from the successes of the management support developed for ANGAP and adapting them to the new community-managed protected areas. Particular areas of focus will be conservation management plans, ecotourism management plans and synthetic business plans
- d. Integration of the protected areas into regional development business plans, in particular:
  - Bringing in investors to support complementary development investment around the new protected areas, in particular in agricultural infrastructure and ecotourism

- Strengthening awareness of ecosystem services in the region of the corridor and investigating mechanisms for the transfer of benefits to communities close to the forest- we will focus on carbon and water
- Focusing sectoral investments to produce the most complementary set of benefits to those of biodiversity- for instance through mining biodiversity offsets

This list concerns only those results that are a refocusing of MIARO effort. The Sub-Results Modules that will contribute to these impacts are listed after each, and activities that will continue as before are not mentioned.

The ultimate success of the whole protected area network will depend on their economic contribution to the regional and national economy, and the extent to which that contribution is recognized at regional and national levels.

## **II. PROJECT ACTIVITY**

### **RESULT MODULE I: ECOLOGICAL LINKAGES WITHIN AND BETWEEN LANDSCAPES ESTABLISHED AND/OR MAINTAINED BY EXPANDING BIODIVERSITY HABITAT CONSERVATION**

#### **A. Sub Result Module Objectives**

##### **1.1. Promote the definition of policy and legal parameters for the establishment of new protected areas**

After the first IUCN expert mission, it has been decided to establish a protected area system in Madagascar with a broader array of governance categories and types. A set of tools has been developed as part of the establishment of Protected Area System. The process was initiated at regional level last year to help build up the system from the grassroots level. In 2006, the process will gain strength, and tools will be developed on the basis of field experiences.

Inventories of the Community Conserved Areas throughout Madagascar will also be conducted for the governance part. Governance experts' support will be sought to clarify new protected area management methods.

For the regulatory framework, the Cabinet approved the establishment decree of the Protected Area System in Madagascar in December last. However, there is need to consider in this legal framework some limitations of the decree with regard to wetlands and marine/coastal areas, namely the issue on trade of wild animals in the protected areas. This issue will be cleared up during the review of legal texts with the support of legal experts in order to proceed with the establishment of protected areas for wetlands and marine and coastal areas.

For 2006, the team will provide technical support to the promoters in the various steps of establishment of new protected areas until the establishment decree is obtained.

To increase the understanding of protected areas by key groups, informative workshops on the Protected Area System of Madagascar at regional and local levels will be continued. A communication strategy with a common and harmonized language is important, and communication would rather focus on land use planning. For this purpose, films on land-protected areas will be produced in the Anosy and Makira regions.

In addition, surveys on the economic evaluation of SAPM approach will be conducted in two terrestrial environments (Makira and Mikea Sud) and one marine environment, and approaches that cater both to sustainable management and biodiversity conservation, such as ecotourism, will be developed to demonstrate how the approach contributes to poverty reduction. The results of these surveys will then be shared to the key groups.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget elements
1.1.1. Conduct policy review and make recommendations for IUCN categories and management options	Refine the document "General orientations" and tools sent by IUCN experts based on the experiences at regional and local levels.	Jan - Jun	MA	Groupe technique, secretariat technique (central)	National	Meetings, field missions
1.1.2. Review and clarify options for management and ownership of future protected areas		Jan - Jun				
1.1.3. Propose and implement legal status for the System of Protected Areas in Madagascar	Support the promoters during the process of creation and for the implementation of legal status	Jan - Dec	MA	Secretariat technique (central, provincial, regional)	Priority sites	Meetings, field missions
1.1.4. Improve perceptions relating to protected areas among key groups such as political decision-makers, communities neighboring protected areas and the general public, especially concerning economic issues, contribution to poverty reduction	Organize workshop at regional and local levels: <b>Regions:</b> Mikea Nord et Ranobe, Bongolava, Andavakoera et autres sites prioritaires dans la region de DIANA, Tranomaro- Ambatoabo et autres sites prioritaires dans la région de l'Anosy, corridor Marojejy et Anjanaharibe Sud, sites en dehors du corridor Zahamena-Ankeniheny et Ranomafana- Andringitra-Ivohibe- Vondrozo, Manambolomaty, Zones humides, Marins/cotiers, Haute terre du Nord	Jan - Dec	MA	Secretariat technique (central, provincial, regional), WWF, WCS, Commission Environnement/Pêche, stakeholders at provincial et regional level	Priority sites	Workshops
	Conduct economic evaluation to "SAPM" approach (case studies on new protected areas creation" [marine, terrestrial]	Jan - Dec	WWF, WCS		Makira, Mikea Sud, Marine	STTA local

Produce and disseminate messages based on the result of cost/benefit analyses to key targeted audiences	Jan - Dec	Groupe communication	Secretariat technique (central, provincial, regional), WWF, WCS, Commission Environnement/Pêche, stakeholders at provincial et regional level		
Produce visual aid for example film on terrestrial protected areas	Jan - Dec	WWF, WCS		Makira, Anosy	Film production
Develop innovative tools and approaches to a sustainable management and conservation of biodiversity, emphasizing the role of civil society, private sector, and central and regional governments in promoting tourism development that supports biodiversity conservation	Jan - Dec	Norotiana			
Inform key groups and secretariats techniques (provincial and regional) on the advancement of SAPM implementation and share continuously the experiences	Jan - Dec	MA	Secretariat technique (central)	National	Meetings, training, production of communication tools

### **1.2. Identify and promote potential new protected areas in consultation with regional and local actors**

In the new priority sites, scientific workshops will be held to identify important ecosystems for biodiversity conservation. During these scientific workshops, proposals may be made to demarcate new protected areas and priority conservation areas (hard core). Such proposals will serve as basis for the discussion during consultations and negotiations at Commune level.

In natural resource management, a holistic vision should be adopted by integrating SAPM activities, forest zoning, sustainable forestry production, reforestation, and management transfer into the land use planning while considering other sectors. For the establishment of SAPM, it was time and again emphasized that synergy need ensuring between the zoning process and priority setting activity for the identification of priority sites in the establishment of new protected areas. Two platforms will be put in place at national level through a restructuring of the joint steering committee based on two major components, including the “zoning-based GDRN group”, and “Necessary conditions” group. These two groups will also be represented at regional level. To improve zoning data, the needs for information in conservation

priority at regional level (biodiversity, habitat, GIS, MARXAN based analysis) will have to be identified with CIREEFs, and assistance will be provided to them in data collection.

Regarding conservation planning methodologies, it is anticipated that some support be provided to the new priority protected areas in management plan development, monitoring and evaluation systems. These priority sites include Mikea, Makira, Ranobe, Anosy Region, and other sites to be identified through the SAPM process.

Under the priority area identification process, the priority area map for biodiversity conservation will be finalized by using the work plan developed by the taxonomic group with the support of an international Consultant (Bob Pressey). Other partners will also be involved in the process, including Ministries, University, and national organizations, and financial partners' contribution to activity implementation should be ensured.

As for the identification of future priority areas, the map on forest cover change (2000-2005) will be used to assess critical habitat losses. We should also make sure that the map is made available to all Officials. Collaboration with CI/Washington will be necessary to integrate the priority areas for the establishment of new protected areas into the fire monitoring and analysis system

Communication is a very important component in the establishment of Protected Area System in Madagascar. In 2005, communication outposts (relays) in the Anosy region, Fianarantsoa, Toamasina, Mahajanga, and Toliary were put in place. Communication schemes were designed for the Anosy region, Fianarantsoa and Toamasina. For 2006, support is expected to be provided to the communication commission in implementing the communication schemes and plans in USAID priority ecoregions, and supporting the regions outside of priority ecoregions, including Mikea, Makira, Mahafaly to work out their communication plans.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
1.2.1. Facilitate a collaborative effort of key stakeholders to identify and map sensitive natural ecosystems of importance for biodiversity, within the context of broader forest zoning	Organize planning workshop for each priority site and identify sensitive natural ecosystem which are important for biodiversity conservation (scientific workshop) <b>Priority sites :</b> Bongolava, Andavakoera, Tranomaro- Ambatoabo et autres (Anosy), Corridor Marojejy- Anjanaharibe Sud, sites en dehors Zahamena- Ankeniheny, et Ranomafana- Andringitra- Ivohibe, Manambolomaty, zones humides, marins/cotiers, Haute Terre du Nord	Jan - Jun	MA	Secretariat technique (central, provincial, regional), WWF, WCS, Commission Environnement/Pêche, stakeholders at provincial et regional level	Priority sites	Workshops

1.2.2. Develop a common understanding of relationships between forest zoning and conservation priority-setting	Work with "unité de coordination" at DGEF and JARIALA to see the complementarities between zoning activities and conservation prioritizing setting activities and share information at provincial, regional and local level	Jan - Mar	MA	Secretariat technique (central), JARIALA, DGEF	National	Meetings
1.2.3. Collectively synthesize recommendations of terrestrial priority-setting and planning exercises to produce urgent priorities for conservation	Produce map of sensitive areas for each priority site and proposed limits of new protected areas and ZPC	Jan - Jun	MA	Secretariat technique (central, provincial, regional), WWF, WCS, Commission Environnement/Pêche, stakeholders at provincial et regional level	Priority sites	Workshops
1.2.9. Work with key CIREEFs and regional concertation platforms to identify regional biodiversity priority information needs, and means of integrating this with zoning plans	Identify information needs and support the collection of necessary information depending on their availability (biodiversity, habitat, SIG, MARXAN)	Jan - Dec	MA	Secretariat technique (provincial et central), JARIALA, ERI	Priority sites	Assistance et conseils ponctuels
	Linked to activity 2.1.5 for ANGAP	Jan - Dec				
1.2.4. Work with appropriate bodies (CONARAMS, technicians, ministries) to identify marine and freshwater conservation priorities and localize to sites	Identify support needs for the appropriate wetlands and marine conservation bodies for prioritization	Jan - Jun	Herilala (WCS)			
1.2.5. Work with government planners to adopt conservation planning methodologies through workshops and on-the-job training.	Linked to activity 2.2.6 for ANGAP		JLM, JPDH, MEN, SR			
1.2.6. Complementary priority areas for conservation activity collectively identified using threatened and restricted-range species data	Finalize the biodiversity priority area map following the workplan developed with Bob Pressey (linked to 1.2.11) This analyses will include consideration of the viability of populations in the priority areas	Jan - Jun	MA	Taxonomique group (DGEF, WCS, CI, WWF, CAS, DURRELL, RBG, MBG, GTI, ONE, etc.)	National, Provincial, Regional	Meetings, field missions, STTA expenditures

1.2.7. Technicians conduct gap analyses through review of species distributions and environmental modeling analysis	Consult with taxonomic expert to verify the biodiversity priority map	Jan - Jun				
1.2.8. In collaboration with technical partners review critical habitat loss threats to identify future priorities	Produce forest cover change map between 2000 and 2005	Jan - Dec	CI/JARIALA	Taxonomique group (DGEF, WCS, CI, WWF, CAS, DURRELL, RBG, MBG, GTI, ONE, etc.)	National, Provincial, Regional	
	Insure that forest cover change map is distributed and well interpreted	Jan - Dec				
	Integrated priority sites within fire analyses and put in place system to communicate the information	Jan - Dec				
1.2.10. Communication plan established and implemented to identify and mobilize support for policy initiatives based on threats analysis, at local, regional and national level	Support regions outside USAID priority areas(Mikea, Makira, Mahafaly) in establishing their communication plans	Jan - Jun	Hajasoa	Groupe communication, secretariat technique, WWF	National, Provincial, Regional	Workshops, STTA loc
	Support USAID priority areas for the implementation of their communication plan	Jan - Jun				
1.2.11. Database of key biodiversity data developed as a tool for planning and monitoring the new and potential protected areas	Development of database interaction tool to allow researcher data entry and training workshop for its use. Development of website to allow access to users remote access to data	Jan - Sept	WCS (Aristide, Dimby)			

### 1.3. Establish new protected areas

Activities mainly relate to providing support to field partners in the areas outside of USAID priority ecoregions, including Mikea Nord, Ranobe, Bongolava, Andavakoera, Marojejy-Anjanahary Sud corridor, Manambolomaty, wetlands (Alaotra, Mahavavy-Kinkony), marine/coastal areas, northern high mountain. Support will consist in preparing consultations and negotiations at commune level, as also working out a development pattern and plan with final boundaries.

Regarding the legal texts providing the status of protected area, support will be provided to the new protected area management team along the establishment process.

To build the capacity of the management team, a guide for the establishment of new protected areas, management, negotiation, and expanded communication strategy that meets the field requirements will be developed by the technical group to help field teams establish the new protected areas. The management team of the new protected areas should also be supported for their self-evaluation, and assisted in identifying training needs.

A work plan for 2006 will also be developed with the support of Technical Secretariats at central, provincial and regional level to facilitate the establishment of SAPM and to secure a comprehensive vision.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
1.3.1. Region-level maps of Sensitive Areas, Biodiversity, with Business as Usual Scenarios integrated into regional zoning processes in five areas outside USAID priority areas, produced in collaboration with regional zoning committees, CIREEFs and partners to aid decision-making, prioritization of interventions within the landscape	Produce map with the results of scientific workshop, primary forest, "transfert de gestion", mining concession, legal logging concession, limits of communes <b>Priority sites:</b> Mikea Nord, Ranobe, Bongolava, Andavakoera, Corridor Marojejy-Anjanaharibe Sud, Manambolomaty, ZH, marins/cotiers, Haute Montagne du Nord	Jul - Dec	MA	Secretariats techniques (central, provincial, regional), WWF, WCS, stakeholders at provincial et regional level	Priority sites outside USAID priority areas	STTA local
	Training in methods for consultation and negotiation at communal level	Jul - Dec				Meetings
	Support in developing "schema d'amenagement", plan d'amenagement definitif with limites definitives	Jul - Dec				Meetings
1.3.2. Identify capacity and resource requirements to establish and manage new protected areas	Facilitate auto evaluation of new protected areas management teams and help to identify training needs	Jan - Jun	MA	Secretariats techniques (central, provincial, regional), WWF, WCS- REPC	Priority sites outside USAID priority areas	Workshops, STTA loc
1.3.3. Work with responsible agencies to build their capacity to organize and execute the logistics of managing protected areas including development of management plans in new PAs	Included in activity 2.1.4	Jan - Mar	MA	Groupes techniques, WWF, WCS	National	

1.3.4. Catalyze funding and support to implement priority areas through sustainable financing measures identified under RM4						
1.3.5. Priority conservation zones areas legalized	Assist organization of new protected areas management teams and provide appropriate information on the creation process	Jul - Dec	MA	Secretariats techniques (central, provincial, regional), stakeholders at provincial et regional level	National, Priority sites	Meetings
1.3.6. Regularly synthesize regional visions at national level	Improve communication between secretariat technique at regional and provincial level and secretariat technique in Tana	Jan - Dec	MA	Secretariats techniques (central, provincial, regional)	National, provincial, regional	Meetings, assistance

#### **1.4. Refine conservation priorities in USAID priority eco-regions**

USAID alliance members in USAID priority ecoregions are informed on continuous basis of the progress in the establishment of new protected areas, and integrated into all the process steps.

The Ranomafana-Andringitra-Ivohibe corridor and 5 new sites in the Anosy region (Ambatotsirongorongo, Mandena, Sainte Luce, Ankodida, Nord Ifotaka) will be established in the first half-year of 2006.

As regards the Ankeniheny-Zahamena corridor, work in the year 2006 will focus on consultations at village level in order to work out the PA final boundaries, and on the management methods of the various units to secure a final establishment decree. The costs of these activities will be worked out based on a budget prepared by the DIREEF team. It should be noted that a major part of the costs related to consultation will be met by World Bank funds via DGEF, and MIARO will finance the activities prior to these consultations and management tools preparation (in relationship with RM2 with the support of Martin Nicoll James McKinnon and Jean-Pierre d'Huart).

For the Ranomafana-Andringitra-Ivohibe corridor, field activities relate to district level consultations and preparation of the development pattern in order to secure an interim order on protection in June 2006.

An assessment of DGEF, DIREEF, CIREEF, CEF, and Fishery management staff training needs will be made as part of the establishment and management of the new protected areas. Collaboration with REPC will be necessary for protected area management training.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
1.4.1. Work closely with implementers of USAID Ecoregional Planning and Agriculture/Trade contracts to determine common vision of importance for conservation and mechanisms for identifying priority areas and actions	Participate to USAID Alliance meeting and share continuously information on the implementation of SAPM with implementers of USAID Ecoregional Planning and Agriculture/Trade contracts	Jan - Dec	MA	Secretariats techniques, WWF, WCS, membres de l'Alliance USAID	USAID priority areas	Meetings
1.4.2. Take results of activities 1.1.4, 1.2.5, 1.2.6, 1.2.7 and 1.3.1 and produce locally-relevant strategic data analyses of biodiversity conservation priorities in collaboration with local technicians and authorities	Find strategic data analyses and balance national priorities with regional priorities	Jan - Dec	MA	Secretariats techniques (provincial, regional), taxonomic group	National, USAID priority areas	Meetings
1.4.3. Work with local partners and authorities to identify planning processes and to negotiate strategic vision for biodiversity conservation in the context of forest zoning	Elaborate plan de gestion de la conservation and plan de gestion du corridor	May - Jun	MA	Secretariats techniques, WWF, WCS, membre de l'Alliance USAID, stakeholders at provincial et regional level	USAID priority areas	Workshops
1.4.4. Region-level maps of Sensitive Areas, Biodiversity, with Business as Usual Scenarios integrated into regional zoning process produced in collaboration with regional zoning committees and partners to aid decision-making	Continue the consultation and negotiation at communal level (limit of new protected areas, ZPC, management objectives of new protected areas, zoning)	Jan - Jun	MA	Secretariats techniques (central, provincial, regional), WWF, WCS, stakeholders at provincial et regional level	USAID priority areas	Workshops
	Elaborate the "schema d'aménagement", plan d'aménagement définitif with limit définitif	May - Jun				Meetings
1.4.5. Identify capacity and resource requirements for establishment and management of new protected areas, and extension of existing protected areas and train personnel	Conduct training needs assessment within DGEF (including DIREEF, CIREEF, CEF) et la Direction de la Pêche	Jun - Dec	MA	Secretariats techniques (central, provincial, regional), WWF, WCS- REPC	USAID priority areas	Workshops
	Provide training modules in protected areas management	Jun - Dec	MA	WCS- REPC	National	

### **1.5. Develop forest restoration functions and procedures in USAID priority eco-regions**

In 2005 several workshops were held for the promotion and dissemination of forest restoration in Madagascar. Exchanges have been initiated and at least two restoration projects are under implementation (Fandriana-Marolambo and Andasibe-Mantadia) apart from those carried out by QMM and DYNATEC and others already put in place by WCS in Masoala.

DGEF will be supported to take the lead in formulating and adopting a forest restoration strategy. Networking and pooling of forest restoration practitioners will be increased this year. Interactions with the outside world and among ongoing programs will be established through support missions and field visits/exchanges.

The experiences and knowledge drawn from these activities will be built upon and shared among all concerned. The restoration-working group will operate as a platform integrating all stakeholders that will work to harmonize actions, build practitioners' capacities, and promote forest restoration. Foreign experts' support through workshops, conferences and field visits will be continued. To move forward more quickly, supports to themes or activities deemed priority ones and assuming general interest will be provided to a few field projects for them to increase and expand their activities.

#### **The Restoration of Ecosystem Services (RES) : Vohidrazana-Mantadia project or Tetik'asa Mampody Savoka (TAMS): Vohidrazana – Mantadia<sup>1</sup>**

The project is pioneering in several respects in:

- ♦ Facilitating the repair of ecosystem processes and services through ecological restoration and rehabilitation.
- ♦ Use of a landscape level approach to generate a stable functional unit comprising a mosaic of many activities.
- ♦ Harnessing the emerging market in ecosystem services, specifically restoring natural climate regulatory systems, in compliance with the CDM of the Kyoto Protocol.

It is anticipated that full-scale implementation of all land-use based project activities will commence January 2007, including planting 368 hectares for natural forest restoration within the targeted restoration corridor zone between Vohidrazana and Mantadia. A series of processes and mechanisms are being developed during 2006 to achieve capacity for this undertaking, including:

- ♦ Establishment of strategically located nurseries with a high production potential. This requires ongoing research into propagation techniques for native forest trees, enhancement of health and survival of nursery-raised trees through inoculation with mycorrhizal fungi, etc.
- ♦ Identification of initial 1000 hectares for natural forest restoration involves mapping land use and vegetation cover, CDM eligibility and the land tenure situation within targeted natural forest restoration areas prior to development of site-specific strategies in collaboration with inhabitants of the sites.

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<sup>1</sup> Formerly referred to as the carbon project

- ♦ Establishment of demonstration plots for all 6-project restoration and rehabilitation activities along with training of partner organizations to establish equivalents in their intervention zones.
- ♦ Establishment of community-based organizations, nurseries and land use management plans.
- ♦ A legal study clarifying the relationship between land and carbon tenure.
- ♦ Mobilization of the Guichet Foncier process in the project area.
- ♦ Refinement of project organizational structures, and establishment of the project management entity.

**Project Restoration in Didy**

Subsequent to the field evaluation conducted by MBG team on Didy restoration in October 2005, a number of recommendations were made and submitted to DGEF. Short term actions include a site visit with Ambatondrazaka CIREEF, Moramanga CI/MIARO Official, and WWF restoration Official; then, planning of urgent actions i.e. scheduling the activities that can be carried out during 2006. It may be noted that ERI will also participate in this mission as they will carry out some activities in Didy.

Short term, medium term, and long term actions are included in this action plan. Urgent short-term actions will be financed by MIARO, with possibilities of substantial additional funding from Virginia Tech SANREM.

Between the medium and long-term recommendations, a series of surveys are scheduled for the years to come.

<b>Sub RM activities</b>	<b>Activities</b>	<b>Period</b>	<b>Responsible</b>	<b>Partner</b>	<b>Localization</b>	<b>Budget element</b>
1.5.1. Help to improve policy and/or institutional conditions as necessary in favor of restoration or to reduce potential constraints, and review potential contribution of forest restoration to conservation objectives in USAID priority areas	Census of restoration practitioners and organization of workshop to outline a forest restoration strategy	Mar - Apr	Gerard, Jeannick	CI, WCS, WWF,		Survey
	Refine the strategy of forest restoration	May - Jun		WWF, CI, WCS, DGEF		
	Integrate forest restoration with the national reforestation strategy and policies	Nov - Dec				Workshops
	Collect and analyze ongoing project practices, to learn lesson for improving the strategy	Nov - Dec				Assessment
	Stimulate restoration working group and re-define its's ToRs, with champion of DGEF	Mar - Dec			DGEF and stakeholders	

	Determine the potential area for forest restoration within the USAID priority area	Sept - Dec					
1.5.2. Through field-testing, refine approaches to reforestation (native forest re-establishment, enrichment planting using native species, fast growing forest cover establishment using pioneer species...) to reconnect or improve degraded connections/corridors.	Gather information and prepare report on seed sources for non-native plants for use in corridor restoration	Mar - May	Gerard, Jeannick			Reports	
	Make a review and synthesis of tests carried out in Madagascar and in countries of similar conditions	Mar - May					
	Promote linkages and shared lessons with CI/ANGAP's Carbon Project at Andasibe-Mantadia, WCS Masoala restoration project, WWF FLR project of Fandriana-Marolambo and Vondrozo Forest Landscape project and mining companies evolving in restoration	Jan - Dec			WWF, CI, WCS, DGEF, Mining companies	Andasibe-Mantadia/Fandriana-Marolambo/Vondrozo/Mandena/Ambatovy	Field visit
	Integrate research institute and university in developing and solving restoration process and practices	Jan - Dec			FOFIFA, Fac. Sciences, Fac.Lettres, Agro		
	Set priority activities within an action plan for the two coming years	Mar - May	NWG		DGEF and ongoing project		NWG
	Funding of important activities prioritized in the action plan in ongoing projects, to roose research and/or to extend activities	Jun - Dec			WWF, CI, MBG, WCS, DGEF,		Protocole de collaboration
1.5.3. Establish an action plan for the priority sites and support local communities, and civil society groups in attracting investment for reforestation	Establish processes and mechanisms leading to implementation of the Restoration of Ecosystem Services (RES): Vohidrazana-Mantadia project, e.g. map vegetation, CDM eligibility and tenure of the potential corridor restoration sites to identify the first 10	Mar - May				Field Action	
	Establish demonstration plots for the 6 restoration and rehabilitation project activities as a focus for training and research	Sept - Oct					

	Mobilize processes leading to clarification of land (and carbon) tenure and incentives for long-term investment in land on the part of rural populations	Mar				
	Strengthen capacity for high production levels of native forest tree species - e.g. by facilitating research into phenology, propagation, use of mycorrhizal fungi, etc.	Feb - May, Sept - Nov				
	Provide training in ecological restoration and develop a restoration plan	Sept - Dec				
	Multiply actions with expert and donors to seek a new form of funding restoration project (carbon sequestration, payment for ecological services)	Feb - Dec		WWF	US sustainable financing	
	Establish an action plan for Ambohiero restoration actions	Mar - Dec		CIREEF, local community, MBG, WWF	CI	Field action
	Implement the first main recommendation of the studies in Ambohiero with CIREEF and local people	Jun - Aug		CIREEF, local community, MBG, WWF	CI	Field action
	Collaborate with potential expert who can help to seek new funding,	Apr - Dec				
1.5.4. Promote information and experience exchanges between practitioners	Set up a network of implementers on forest landscape restoration	Mar - Dec		ASB, (ICRAF), WWF, Global partnership, RNC, UICN		Networking
	Organize an information and exchange workshop between practitioners and potential implementers	Mar, Jun, Sept, Dec		All implementers		Workshops
	Establish a new guide of Forest Restoration best practices	Mar, Jun, Sept, Dec				Guide

	Organize a field visit exchange between practitioners and involving interested implementers	Apr, Jun, Aug, Oct		WWF-CI-WCs- Dynatec-QMM	Andasibe- Mantadia/Fandrian a- Marolambo/Vondrozo/Mandena/Ambatovy	Field trip visit
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## **RESULT MODULE II: MANAGEMENT EFFECTIVENESS FOR PROTECTED AREAS MANAGEMENT IMPROVED**

### **A. Sub Result Module Objectives**

#### **2.1. Develop and/or refine conservation management plans and other thematic plans for protected areas.**

##### ***ACTIVITY 2.1.1 - Complete the existing review of national network plans' status to ensure adequacy and relevance.***

All management plans have been reviewed at least twice including revised and updated versions. No further review or commentary will be necessary.

##### ***ACTIVITY 2.1.2 - Based on status (completion, quality), finalize thematic plans by ensuring adequate analysis, goal and outputs setting, and monitoring.***

The aim is to have finalized, high quality plans in place and operational by March 2006. This was originally an objective for 2005, but high staff turnover within ANGAP meant that retraining was necessary for the many new staff and the process was thus delayed. We also observe that several protected areas reworked their thematic plans very extensively – more than we had requested. Often, the results of these extensive reviews strengthened original plans but, on occasion, new objectives appeared and we had to spend time analyzing why the changes were made and whether they were well justified. Part of the changes appear to have occurred as a result of improved objective- and indicator-setting for the summary (synthetic) and business plans (see below), but we believe it also occurred partly in relation to changes in staff and their perceptions.

With support from ANGAP Head Office staff, we have urged several protected areas to produce exemplary plans in order to provide examples of very high quality. These sites include those with more experienced staff and all of those proposed in the Atsinanana Humid Forest Ecoregion World Heritage Site cluster nomination due to be submitted in February 2006.

At the request of the Head Office, we will programme on-site training and support to new protected areas that ANGAP is currently developing within the Durban Vision process. This support should provide to spin-off training to associate neighboring protected areas that will be within SAPM but managed by other entities. A list is provided in the workplan.

**ACTIVITY 2.1.3 - Develop template and finalize consolidated management plans including strengthened analysis and objectives and monitoring based on improved thematic plans.**

The reviews and updating of thematic plans described above will result in high-quality summary plans. These plans are the direct basis for site business plans as their clearly defined objectives, monitoring programs and action plans form the cost-analysis for the business plan. Summary plans follow the format of PEIII goals and are closely tied to ANGAP's 41 products emanating from the PE III. The visual and structural formats of the summary and business plans are closely similar in order to facilitate linkages between them.

It is possible that the summary plan will negate the need for such detailed thematic planning than ANGAP has carried out in the recent past. However, this does not mean that rigorous strengths, weaknesses, opportunities and threats analyses will not be needed, but rather that we will simplify this process for rapid updating (see Activity 2.1.4)

**ACTIVITY 2.1.4 - Update manuals and plans to include responses to broader issues such as climate change and regional conservation and development objectives.**

The accumulated experience from original conservation management planning (PGC) based on The Nature Conservancy's Enhanced 5-S process and preparation of summary plans has led us to recommend that we develop brief guides to help protected area staff update their planning and evaluation processes. We will take key Enhanced 5-S components and develop software to run analyses automatically in French. We will develop similar software to help identify key elements of awareness/education, support to rural development and ecotourism. The focus of these will be risk and opportunity analyses, objective setting, indicators and evaluation/monitoring.

It is important that ANGAP sites strengthen their planning with respect to political decentralization and partner programs. These will be continued to be emphasized in the guides and software.

In addition, we will provide training aimed at ensuring high quality plan development.

**ACTIVITY 2.1.5 - Set up a peer review and networking system to share knowledge of improved planning systems. Include DGEF in this process and assist planning in new conservation sites, including MPAs, using improved manuals.**

Initially, we intend to ensure that map accuracy is improved and therefore more usable as a base for improved navigation and monitoring. We have noted that different thematic GIS layers used by ANGAP show inconsistencies from one to another. We believe this is due to data having been taken from different sources, different mapping scales and/or different map projections. This problem can now be corrected and standardized using new available databases, and the recent clarifications from FTM on the official algorithm for the Laborde map projection. When it becomes available, we will also integrate the new habitat base map currently being finalized by Missouri Botanical Garden and the Royal Botanical Garden at Kew. This new database is likely to be considered 'definitive' and will clarify

much confusion concerning habitat- and conservation-targeting within ANGAP and indeed the PE III. It will also help to clarify broader priorities, threats and efficiency of biodiversity representation by protected areas within all of SAPM.

At the request of the network, we will develop brief profiles that help each site to confirm its conservation priorities and to help ensure well-targeted monitoring. Individual sites noted that (a) access to biodiversity information is relatively limited, and/or (b) inventory data are difficult to interpret – staff are not trained to recognize the highest priorities and some inventories present data in a way that is unclear.

Network sites request a compilation of key scientific documents as well as information on relevant conventions and legal texts. These provide a solid basis for further research and in developing site-based action plans. For example, we have already provided French language invasive species toolkits developed by the United Nations Global Invasive Species Programme (GISP) plus information on forest restoration approaches. The aim of this documentation is to strengthen the information base that individual sites possess for planning, implementation and monitoring

***ACTIVITY 2.1.6 - Assist implementation, with special attention to adopt best practices and monitoring as part of adaptive management at key sites.***

One aim will be to develop best practices for conservation monitoring and evaluation in the field. This is a major challenge to all protected area systems. We will focus on developing simple but effective methods that can demonstrate changes in biodiversity health using proxy indicators as well as direct measures of priority (major) threats. Support will be based on protocols already developed by SAS and SAT personnel for individual sites or their respective provinces. We will provide similar support to improve or develop best practices for other thematic management components.

The above support will emphasize monitoring and evaluation of PE III indicators. We note that the 41 products that ANGAP is currently developing for the PE III do not necessarily measure outcomes or impacts of management. We will aim to ensure that this is addressed.

Each of ANGAP's 41 products is supported by a technical description that guides each site in implementation and implementation monitoring. Working with Head Office and DIR staff, we have noticed that some products may be reported on differently from site to site. As this could hinder PE III evaluations, we aim to assist ANGAP in standardizing implementation and reporting where appropriate, with commensurate modification of the original technical description forms. In particular, we note the following:

- Grid-square-based surveillance and monitoring appears to be somewhat variable and mapping to determine their effectiveness is still in its early stages. We believe it is best to standardize procedures now in order to produce satisfactory results for mid- and final-PE III evaluations. We will link this work to the development of improved navigation maps for each site described above.
- Forest restoration and invasive species product allocations seem at variance with real needs at several sites. We will help to clarify goal setting relative no these real needs, together with the adoption of appropriate approaches.

Prioritization of research needs remains a challenge for most sites, as does the development of partnerships and secured funding. We will work with selected sites (probably one per DIR) to help to develop and implement research protocols.

<b>Sub RM activities</b>	<b>Activities</b>	<b>Period</b>	<b>Responsible</b>	<b>Partner</b>	<b>Localization</b>	<b>Budget element</b>
2.1.1. Complete the existing review of national network plans' status to ensure adequacy and relevance.	Completed					
2.1.2. Based on status (completion, quality), finalize thematic plans by ensuring adequate analysis, goal and outputs setting, and monitoring.	Complete the update of thematic plans at the 30 protected area management units that have started and assist ANGAP in reviewing results. Prevalidation workshops to be held with DIR Toliara and DIR Antsiranana. Final validation meetings organized internally by ANGAP at each DIR. Direct on-site TA for priority sites to provide models and in order to accelerate the process.	Jan - Mar	MEN, JLM, SR & JPDH	ANGAP	All ANGAP DIRs	2 technical meetings; 1 week of TA time per priority PA, travel for Tas
	Provide technical support to ANGAP's new management units. These will include Sahamalaza, Mikea, Anjozorobe, Nosy Hara, new Anosy Region sites, and the currently unfunded protected areas in the DIR-M if the latter receive funding.	Mar - Dec	MEN & JLM		DIR-M, DIR-U, HO, DIR-A	Travel for Tas; 3 weeks time of TAs per PA
2.1.3. Develop template and finalize consolidated management plans including strengthened analysis and objectives and monitoring based on improved thematic plans.	Complete the 30 summary management plans that have been started. Linked to 2.1.2, as the process is the same. Emphasis is given to quality and management impact monitoring.	Jan - Mar	MEN & JLM		ALL ANGAP sites and DIRs.	Already covered in 2.1.2

<p>2.1.4. Update manuals and plans to include responses to broader issues such as climate change and regional conservation and development objectives.</p>	<p>Guides and software to be developed to ensure future rapid updating of thematic and synthetic plans and for evaluating management impacts. This will include ensuring linkages between these plans and regional development and ecotourism initiatives.</p>	<p>Feb - Apr</p>	<p>JLM, MEN &amp; JPDH</p>	<p>ANGAP, DGEF</p>	<p>With ANGAP in Antananarivo, some at sites.</p>	<p>2 weeks local consultant to translate and modify TNC software; 4 weeks TA time for updated guides (conservation, development, education, ecotourism, plus business plan)</p>
<p>2.1.5. Set up a peer review and networking system to share knowledge of improved planning systems. Include DGEF in this process and assist planning in new conservation sites, including MPAs, using improved manuals.</p>	<p>Provide training support to GIS units at the DIR level; including ensuring that DIRs are using the best geo-corrected available spatial layers. This includes ensuring that the new vegetation mapping data from Kew/MBG is available to ANGAP.</p>	<p>Mar - Apr</p>	<p>JLM &amp; ANGAP</p>	<p>WWF, CI, FTM, ONE, DGEF, Kew, MBG</p>	<p>Antananarivo.</p>	<p>2 months local consultant; 10 days week TA.</p>
	<p>Support to DIRs to ensure that scientific and technical databases are in place and that staff are trained to use them. Profiles highlighting the importance of the biodiversity in each of the protected areas will be produced.</p>	<p>Apr - May</p>	<p>MEN &amp; JLM</p>		<p>HO and DIRs</p>	<p>20 days local consultants - biologists. 4 weeks TA.</p>
	<p>Compilation of key scientific, technical and legal documents, and distribution of these to each protected area.</p>	<p>Apr</p>	<p>MEN &amp; JLM</p>	<p>ANGAP</p>	<p>HO</p>	<p>3 days TA time</p>
<p>2.1.6. Assist implementation, with special attention to adopt best practices and monitoring as part of adaptive management at key sites.</p>	<p>Practical field-manuals explaining best conservation target and threat monitoring practices, including a review of current practices with recommendations for improvements. Review and strengthen monitoring systems for Rural development, ecotourism, and education activities including objective setting and ensuring that systems are in place to measure required PE3 indicators</p>	<p>Apr - Sept</p>	<p>JLM &amp; MEN</p>		<p>HO</p>	<p>40 days TA. 5 Site visits for information exchange and testing and refining of manuals.</p>

	Review and propose measures to strengthen the operational standards of each of ANGAP's 41 products. A particular focus will be on providing toolkits for invasive species control and habitat restoration.	Apr - Jun	JLM & MEN		HO	20 days TA
	Support selected ANGAP sites to define their priorities for applied research projects	Feb - May	MEN		ANGAP, DIRs, sites..	20 days TA.

## **2.2. Improve and fully implement annual programmatic work plans for protected areas**

### ***ACTIVITY 2.2.1 - Based on upgraded thematic plans and existing proposals for improved annual workplanning, assist PA staff at key sites to set quantifiable targets for annual workplans, and test approaches during implementation.***

Support to ANGAP is incorporated in Activity 2.1.2. The use of ANGAP's 41 products as part of the site summary plan ensures that annual work plans are essentially predetermined for the entire PE III and only slight modifications are required depending on yearly progress or changes in circumstances (e.g., changes in threats).

### ***ACTIVITY 2.2.2 - Upgrade the current WCPA-based evaluation system based on field implementation experience, and upgrade additional management audits as necessary to meet international standards***

Our first aim is to determine which WCPA-derived system ANGAP has currently formally adopted as several versions were tested during PE II. In addition, there appears to be some lack of clarity on different results obtained by ANGAP's system and the WWF/World Bank system required by some donors.

Secondly, we propose to work with ANGAP to ensure that carrying out peer-review sessions in order to help harmonize comparability between sites maximizes evaluation value. This may be best achieved by having such sessions in our planned provincial meetings when all sites within a DIR are present. Evaluations restricted to staff from individual sites are not recommended by WCPA as differences in perception can modify the scores significantly.

Thirdly, we will work with ANGAP to identify more detailed analyses that can identify network- or ecoregion-wide (humid, dry...) strengths and weaknesses that will help to direct more intense support if deemed necessary. The WCPA system is subdivided into categories to facilitate this.

Finally, we will introduce the UNESCO World Heritage Site evaluation system in anticipation of a successful nomination bid for the Eastern humid forests cluster (to be submitted in February 2006). This system is directly based on the WCPA model and has been supplied by Nigel Dudley, one of the authors.

### ***ACTIVITY 2.2.3 - Integrate business planning results and workplan results to ensure coherence and effective annual planning and monitoring***

This work has long been integrated into Activities 2.1.2 and 2.3.2, with the summary and business plan harmonization process.

**ACTIVITY 2.2.4 - Assist ANGAP and DGEF to develop regional monitoring systems specifically for those regions**

This activity will be linked to others described above, notably concerning data management and utilization. Selected regions will be targeted for more intense support. Anosy has already requested such support but we will wait to see how new protected areas develop in other regions in the southwest, Diana, and the Fianarantsoa/Toamasina corridors.

The principal aim will be to promote inter-site and inter-agency information sharing and to assist regional leaders monitor progress.

**ACTIVITY 2.2.5 - Within ANGAP, review and improve Tecpro and Tompro, and upgrade other database/monitoring systems, and assist with staff training**

We will work with the REPC project to develop appropriate training modules for ANGAP. The REPC project targets conservation managers that have little or no practical or scientific experience, but can be modified to meet different levels of skill. The aims will be (a) ensure a reasonable knowledge base within all ANGAP levels that is (b) tailored to the specific needs of different individuals and their respective roles. This activity is in response to ANGAP's request to implement key parts of their institutional training program.

A second component will be to work with SAS and SAT at the DIR level to ensure that they are fully capable of responding to the technical and scientific needs of different sites. Training and experience varies between individuals, and it appears to be especially important to focus on conservation prioritization and ecological and threat monitoring. The support will also help to ensure consistency and comparability across sites and between DIRs, with standardized methods being applied to particular tasks.

The above support will be supplemented by mentoring SAS and SAT in monitoring design, data management and interpretation. We will focus on promoting continual monitoring and regular updating of results.

**ACTIVITY 2.2.6 - Assist DGEF in developing adequate systems for new conservation sites, based on the above**

We have selected a series of sites for support based on on-going activities and request for intervention during 2006. We will use the brief guides and software to initiate technical and business planning using a slightly simplified format. We will also encourage sites to initiate a standardized WCPA-based evaluation system as early as possible in order to determine baselines for future monitoring.

Where possible (depending on time and funding), we will also provide on-site one-to-one support – some has already been provided at Mahafaly Plateau and Anosy Region sites.

<b>Sub RM activities</b>	<b>Activities</b>	<b>Period</b>	<b>Responsible</b>	<b>Partner</b>	<b>Localization</b>	<b>Budget element</b>
2.2.1. Based on upgraded thematic plans and existing proposals for improved annual workplanning, assist PA staff at key sites to set quantifiable targets for annual workplans, and test approaches during implementation.	Included in activity 2.1.2 and will be completed in parallel.	Jan - Mar				Resources covered in 2.1.2.
2.2.2. Upgrade the current WCPA-based evaluation system based on field implementation experience, and upgrade additional management audits as necessary to meet international standards.	Assist ANGAP in clarifying the correct WCPA-based evaluation system being used, since several versions were tested in Madagascar. Recommend methodologies to help standardize scoring. Recommend analyses to improve interpretation of the results.	Jan	MEN & ANGAP	JLM	All ANGAP DIRs	5 days TA.
2.2.3. Integrate business planning results and workplan results to ensure coherence and effective annual planning and monitoring	Included in activity 2.1.2 and 2.3.2 and will be completed in parallel.	Jan - Mar			DIR-M, DIR-U, HO, DIR-A	Resources covered in 2.1.2.
2.2.4. Assist ANGAP and DGEF to develop regional monitoring systems specifically for those regions.	Included in 2.2.2 and 2.1.6	Apr - Sept			ALL ANGAP sites and DIRs.	Resources covered in 2.1.2 and 2.1.6
2.2.5. Within ANGAP, review and improve Tecpro and Tompro, and upgrade other database/monitoring systems, and assist with staff training.	Review training priorities with DOP team, and propose priority modules and materials for selected staff, to be developed by the REPC project. Additional training will be provided on biodiversity relevant to each ecoregion and individual protected areas. Some additional activities highly specific to ANGAP such as grid-based surveillance and monitoring and not covered by REPC will be dealt with in other activities.	Apr - Oct	JLM & ANGAP	WWF, REPC	With ANGAP in Antananarivo, some at sites.	100 days local consultants for module development; 1 week TA
	In association with activity 2.1.2, provide one-to-one mentoring in the field for seniors and SAS and SAT.	Apr - Dec	MEN, JLM	WCS	Antananarivo.	5 weeks TA. 5 weeks biologist consultants, 10 provincial travel
	Training SAS and SAT and other key staff in appropriate analysis of data and integration of results into management.	Apr - Dec	JLM, MEN & ANGAP		HQ and DIRs	1 SAS/SAT meeting; 4 weeks TA, 5 provincial travel

2.2.6. Assist DGEF in developing adequate systems for new conservation sites, based on the above.	Provide support to priority new protected areas in elaborating overall management plans, monitoring systems and evaluation systems. Priority sites are Mikea, Makira, Ranobe, Anosy sites and others to be identified through the SAPM process.	Apr - Sept	MEN, JLM & ANGAP		HQ	2 weeks TA per site + 6 provincial travel
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### 2.3. Develop an appropriate system of business plans and marketing programs for protected areas

Over the course of 2005, training workshops were given for members of each of the 30 ANGAP sites (Unités de Gestion) that currently have a management team. During these workshops, the Excel spreadsheet tools for the analyses and the business plan templates necessary for writing the documents were distributed and training in their use provided. The methods and template were developed by ANGAP, WCS and WWF staff based on the NPCA methodology for which training was given in 2003, but with some updates to make the process and plans more appropriate to the financial system and the needs of ANGAP. As much as possible we tried to capitalize on the 2003 training by including the same staff in this current round of business plan training and elaboration. We also focused on including staff at the ANGAP provincial offices in the process to ensure that they could provide support to the field sites. Additional support was given by Miaro staff (James MacKinnon and Nivosoa Rakotoarivelo) at 6 priority sites (Masoala, Andasibe, Ranomafana, Isalo, Andohahela, and Bemaraha). In the first semester of 2006, we will complete the process of analysis and writing of these business plans through additional support to key sites, and through the organization of technical meetings in each province to review the draft plans. From our experiences so far, it is clear that the business planning process will be much faster if there is direct support to the sites in addition to the support from the provincial offices and we aim to provide this through a combination of direct support from Miaro staff (JLM and NR), with local Malagasy interns and potentially US MBA students on summer internships. Melissa Moye and Ray Victorine will provide peer review to ensure that the plans are of an internationally acceptable standard. As with the Synthetic Plans, we will continue to work in close collaboration with the support staff at ANGAP’s provincial offices (the DIRs) to ensure that ANGAP takes ownership of the business plan process for future updates of the plans. This may involve providing additional guide materials or a final report focusing on the lessons learned from this activity; we will discuss the most appropriate format with the key ANGAP staff involved in the process.

An assistant will be employed to help the Head of marketing at ANGAP accelerate the development of the “Ecoshop” concept within ANGAP. This will involve both improving the branding of the organization, and the development of souvenir items for sale. There will be a particular emphasis on helping priority ecotourism sites to develop the revenue generation ideas identified in their business plans, specifically at priority sites with high visitor numbers such as those of Andasibe, Isalo, Ranomafana, Ankarana and Mt. d’Ambre.

Some of the elements used in the ANGAP business planning method are very specific to the ANGAP structure and the methods used for their budget calculations (specifically the product-based approach used to simplify negotiations with the donors). During 2006, a complementary business planning template and analysis tools will be created for the new “Site de Conservation”. Representatives from DGEF and from priority “Site de Conservation” will therefore be involved in developing this method, before applying it to certain priority sites: particularly Makira, the spiny forest ecoregion sites, and potentially others such as Menabe, Daraina and Zahamena-Ankeniheny, depending upon the needs expressed by the managers of these sites.

An important perceived need for ANGAP is to improve its collaboration with the private sector tourism professionals and develop a clear visitor service policy. The technical support for this work is being provided by the USAID-funded BAMEX project. Miaro staff will collaborate with BAMEX and ANGAP to help develop a clear policy on tourism concessions within protected areas. During 2006 we will participate in discussions with the private sector on the establishment of a visitor service policy for ANGAP.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
2.3.1. Design the best BPC template to be used in all protected areas.	Completed					
2.3.2. Assist ANGAP and DGEF develop and implement BPs in all operational PAs, prioritizing sites and setting completion dates	Complete the 30 business plans already started with ANGAP. Provide support to priority new protected areas for business plan elaboration.	Jan - Jun	JLM, NR & ANGAP	DGEF	HO and DIRs	Validation meetings for each DIR; TA support to sites (JLM & NR); Stagiaries support to support 4 sites, US MBA students to support some sites.
2.3.3. Review BP process after 2-3 years, and help to improve plans and manuals as necessary.	<i>Not for 2006</i>					
2.3.4. Assist fund-raising strategy development and implementation, and facilitate ANGAP/DGEF relations with partners.	<i>Not for 2006</i>					
2.3.5. Facilitate ANGAP-DGEF knowledge sharing to develop best practices.	Facilitate sharing of data between juxtaposed ANGAP PAs and new SAPM sites, such as Anosy, Mikea, Makira/Masoala and Mahafaly	Jul - Dec	MEN & JLM	ANGAP, DGEF	PAs	1 week TA
2.3.6. Help identify international national, regional funding sources and to develop appropriate strategies for fund acquisition.	Workshop on implementing business plans (included within the validation workshops)	May	MM, JLM		DIRS	
2.3.7. Continue to promote close collaboration with professional tourism operators to improve marketing and goods and services.	Ensure links to ongoing tourism concession development by BAMEX/WWF/WCS/ANGAP. Facilitate ANGAP & DGEF linkages to PIC ecotourism initiatives in Anosy	Jan - Dec	JLM, ANGAP	BAMEX, WWF, DGEF	HO	1 week TA

	Assist ANGAP in developing Ecoshops for souvenir sales	Jan - Jun	JLM & ANGAP (marketing)	BAMEX, WWF	HO & key PAs	6 month local contract to assist ANGAP
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## **RESULT MODULE III: CONSERVATION OF BIODIVERSITY IN PROTECTED AREAS**

### **A. Sub Result Module Objectives**

#### **3.1. Reinforce the institutional, technical and financial capacity of ANGAP in protected areas management.**

The EP3 indicators covered in this chapter since 2005 include the following:

- Management effectiveness index of the 8 selected sites and that of the network
- Reduction in ANGAP’s operating expenses (an institution that has good control over its financial system can operate and analyze well its expense accounts and reduce therefore discretionary incomes)

In 2006, ANGAP wants to ensure that all workshops held in 2005 will meet the expectations (activity 3121, impact assessment of trainings following restructuring), an evaluation that will be conducted at the level of the 5 interregional managements. A follow up of how 2005 trainings were put into practice is also anticipated at the technical and financial level (activity 3111, special training workshop in exploitation of financial and technical output as decision making element in every level; 3151, Continuation or use of Tompro and Tecpro; integration of other output of other funders).. This will be done by putting together the concerned officials per interregional management, and additional technical training for unit leaders (activity 3122, Politics, strategy procedures and method, tools of ecotourism, research and conservation), a training similar to the one conducted in 2005 with field officers other than unit leaders, and with components on management parameter procedure and follow up.

To complete technical training and refresher courses for its field team, ANGAP proposes specific training themes in 2006:

- a. Ecological monitoring for most of the network’s PAs (activity 3141, Putting in place the monitoring methods developed by the RM2 team and building on the current best practice such as at Ankarafantsika National Park), a method deemed valid by ANGAP initiated by a GFA Consultant with KFW funding in 2005. This will be done by putting together all Ecological Monitoring officers in the network’s PAs.
- b. Activity 3142, Joint floristic reconnaissance mission with specialized institutions to 8 selected PAs. Many scientific data on PAs are now available with our research partners (MBG, Tsimbazaza Park, and others). There is imperious need for the concerned agents in each PA to ensure ownership and have a good knowledge and accurate spatialization of these data, particularly with respect to all the specific endemic species in each site. The mission is to transfer scientific knowledge to our field teams for an improved conservation action.
- c. Activity 3143, Update database in geographical information system; activity 3144, training in GIS Arcview software, Mapinfo, remote sensing and photo-interpretation; these are two complementary activities that will help the network develop the working maps, which are the base of field actions.

- d. Activity 3145, Training in land area management, indigenous species reforestation technique, and restoration technique: a request made by the interregional management in Toamasina where management of PA peripheral zone is very difficult due to context and relief. This can be expanded to all PAs in the east coast areas in the years to come.
- e. Activity 3146, Training in COAP. In 2005, all trainings planned for the 5 interregional managements were conducted. For 2006, an additional training is necessary as participants from 2 strategic regions (Soafia and South West) could not come to Mahajanga and Fianarantsoa for want of funds. Training will be conducted in Antsohihy for the Officials in areas adjacent to Marotandrano, Sahamalaza PAs and new PAs (SAPM) in the region, and also in Farafangana for the South West region for the Officials in areas adjacent to Manombo, Midongy/Befotaka PAs and new PAs (SAPM) in this region. This training is of primary importance for ANGAP as it helps address law enforcement issues by environment authorities (Water and Forest, Gendarmes, Tribunal) and conduct advocacy with all ANGAP partners (Mayors, administrative authorities...) to raise the awareness of PA residents.
- f. Activity 3147. Fly over the 8 PAs to assess the overall condition of these selected PAs in mid term period, assess the effectiveness of implemented conservation actions to help make a significant decision for the second half of EP3 for these 8 PAs and surrounding PAs. The estimated rate is \$ 300 per hour for a total of 80 hours of flight, and \$ 1,000 for participants' transportation to the airport and for various other expenses related to this operation.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget Elements
3.1.1. Implement financial planning and management system	3.1.1.1 - Special training, workshop will be organized in exploitation of financial/technical output as decision making elements in every level	Jun, Sept - Oct	ANGAP, DAF		ANGAP Network	3workshop for financial, monitoring and assessment
3.1.2. Redefine staff terms of reference based on result-based planning	3.1.2.1 - Impact Assessment of training following restructuring	Apr - Jun	ANGAP (DRH)		Regional	Workshop training to Site monitoring
	3.1.2.2 - Develop a common vision on policy, strategy, implementation of activities, the mission statement, objectives and expected results	Apr - Jun	ANGAP, DOP		ANGAP Network	Workshops field missions pour les 30 chefs d'unité de gestion
3.1.3. Refine and implement strategic training plan based on staff terms of reference	Definition of 2007 training needs					
3.1.4. Develop and implement regular test audits of financial and conservation performance	3.1.4.1 - Establish/improve ecological monitoring systems in all the sites of the network (based on RM2 activities and current best practice such as Ankarafantsika NP)	Apr - Jun	ANGAP, DOP/CRVB		ANGAP Network	Workshop for HQ/DIR/sites

	3.1.4.2 - Joint missions with specialized institutions (MBG, Parc Tsimbazaza) to conduct floristic inventories at 8 protected areas financed by Miaro	Apr - Jun				Ranomafana Manombo Kalambatritra Betampona Zahamena Andasibe Isalo Andohahela
	3.1.4.4 - Training in GIS techniques: Satellite and aerial image interpretation, Arcview software, Mapinfo	Apr - Jun	ANGAP DGA		ANGAP Network	Workshop for HQ/DIR/sites (pour Le responsable SIG du Siège et les responsables informatiques des DIR régionaux)
	3.1.4.5 - Training on land use planning in village territories, including soil protection and native tree species reforestation techniques	Apr - Jun	ANGAP, DOP/CCO		Regional	HQ/ Site monitoring (Pour les AP dans la direction inter - régionale de Toamasina)
	3.1.4.6 - Independent evaluation of the management effectiveness evaluation exercise of 2005	Apr - Jun	ANGAP DGA	WWF	ANGAP Network	Independent consultant evaluation
	3.1.4.7 - Training in COAP in the regions of SOFIA and the South East (Antsohihy et Farafangana)	Apr - Jun	ANGAP DOP/CCO		Regional	2 workshops
	3.1.4.8 - Overflights of the 8 PAs to analyze threats (specifically from Tavy)	Jun - Oct	ANGAP/DOP		ANGAP Network	Overflight of 8 PAs
	3.1.4.9 Field missions for technical staff from HQ and DIRs (SAS and SAT) to give technical support to sites		ANGAP/DOP		sites	Missions to PAs
3.1.5 Setup and run EP3 general communication system through ANGAP network	3.1.5.1 - Continuation of use of Tompro/ Tecpro as standard software. Integration of various project financed by other funders than World Bank & Miaro by adapting procedure and setup to each particular requirements	Feb - Mar, Jun, Sept	ANGAP DAF/ Cotroleur de gestion		ANGAP Network	- HQ/Site Monitoring/Support missions - Site/Site support / experience sharing missions

### 3.2. Foster service oriented roles and functional linkages between national and regional offices, and between these and the parks and reserves.

The EP3 indicators covered in this chapter include:

- ♦ Increase in ANGAP incomes
- ♦ Increase in visitors to PAs

Ultimately, increase in the number of micro project alternatives to pressures (MPAP) funded around our PAs with 50% of incomes, support to our conservation actions:

- a) Activities 3221: Meeting for creation of marketing committee – validation workplan of marketing (regional committee); 3222: Data collection on market-oriented information within ANGAP at every level; 3224 Put in place a photo library; 3251 Realization of marketing plan [advocacy, park entry fees policy (educators)]; 3261: Nationwide and local partnership with private sectors, that are acting as middle structure for conservation and ecotourism (ecoshop) All these are related to the marketing component of ANGAP, the establishment of a system that will be easily developed in the coming years. They are groupings of concerned regional authorities to establish a regional marketing committee with their marketing plan, and a grouping of regional committee representatives to develop the network-marketing plan.
- b) Activity 3224: Establish a Photo Library. In addition to creation of marketing committees, the establishment of a good photo library for each PA of the network (or last least for the 12 most visited parks) to facilitate the committees' work has been discussed.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget Elements
3.2.1. Training in-client oriented service provision	<i>Not for 2006</i>					
3.2.2. Creation of marketing committee to develop service oriented goals for each level of staff	3.2.2.1 - Meeting for creation of Marketing committee HQ Validation of Marketing workplan	Apr - Oct	ANGAP, MKT		ANGAP Network	Meetings, data collection, coordination
	3.2.2.2 - Meeting for Marketing committee creation DIR/Sites Validation Workplan of Marketing	Jul - Dec	ANGAP, MKT		ANGAP Network	Meetings, data collection
	3.2.2.3 - Data collection on marketing oriented information within ANGAP and every level - création d'un photothèque du Réseau	Apr - Jun	ANGAP, MKT		Pilots Parks	Basis for data collection
	3.2.2.4 - Création d'un photothèque (au niveau du Siège et de chaque Dir régionale)	Apr - Jun	ANGAP, MKT		ANGAP network	Basis for data collection

3.2.4. Annual or twice yearly forum for exchange between the operational levels of the organization	3.2.4.1 - Forum with all management unit head	Jul - Sept	ANGAP, DG-DGA	WCS, WWF	ANGAP Network	1 forum pour 2006 pour tous les chefs d'unité de gestion du Réseau
3.2.5. Develop institution-wide marketing and client-relations policy	3.2.5.1 - Realization of Marketing plan (Advocacy, Park entry fees policy) Educators	Apr - Sept	ANGAP, MKT		ANGAP Network- Leading parks	Field visits, marketing Actions and assessment
3.2.6. Develop policies for relations with private sector	3.2.6.1 - Nation wide and local partnership with private sectors, that are acting as middle structure (structure relays) for conservation & ecotourism (mise en place ecoshop)	Apr, Aug - Sept	ANGAP, MKT		ANGAP Network	Middle structure promotion with private sector

### 3.3. Define and mobilize funding for national park network and support services

EP3 indicators covered in this chapter include:

- ♦ IEG for the 8 sites and that of the network
- ♦ Reduction of threat level in the 8 sites, and ultimately that of the network (threat level is the combination of all pressures exerted on each PA)
- ♦ The “Tavy Incidence” indicator in these 8 PAs and, ultimately that of the network. This value has not yet been calculated for each PA of the network. So, it is a real plus brought by MIARO to ANGAP as this is a first experience and the survey will be extended to other PAs and other financings. The value for EP3 is 0.65 at early stage of EP3, and down to less than 0.20 at a later stage of EP3. It is useful to know the mid term value of this indicator.
- ♦ The “Maintenance of “59 lemur species in the network PA” indicator:
  - a) Activities 3311: Business Plan workshop; 3312: Mission for BP follow up and activity monitoring in the 8 PAs: two activities related to BP the result of which is to provide this paper to each PA of the network - a basic paper needed to look for funds for the network. The availability of this paper in each site helps gain points in IEG for each site and, ultimately, for the network.
  - b) Activity 3313: Evaluation of tavy incidence in the 8 selected PAs. This indicator has been obtained as a result of a consultation with specialists; the value at the early stage of EP3 was obtained following a ONE-funded survey conducted in 2002. This indicator helps assess the outcome of conservation actions in each network site. Every year, each site Official has a periodic monitoring system for all pressures (clearing, tavy, fires...), but it is sure that agents’ findings are not exhaustive without overlying. In addition, the overall impact of these pressures on each PA cannot be suitably assessed without using satellite pictures between two given periods.
  - c) Activity 3314: Production of sensitization aids (site working map, posters...) for villages, schools, decision makers, and outposts...): the importance of sensitization in the national environmental program is undisputable to ensure that the performed actions actually contribute to the expected goals (reduction of pressures and threats in PAs). These aids play a significant role in the activity; well developed aids with the support of ANGAP partners’ specialists (WCS, CI, WWF, and others...); the first step consists in developing the aid according to the specificities of each site (working maps with

pressures and threats, posters with easy-to-understand messages); the second step is to bring out these aids, and the third step is to dispatch the aids to user sites.

- d) Activity 3315: Production of technical papers in ecotourism and maintenance plan. The papers to be produced are block plans for all existing infrastructures in large ecotourism oriented PAs with each of their specificities, and development of a maintenance plan.
- e) Activities 3321: Conservation; and 3322: Environmental education

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget Elements
3.3.1. Draw up funding agreements based on individual park needs	3.3.1.1 - Business plan validation	Apr - Jun	ANGAP, DOP - DAF	WCS, WWF	ANGAP Network	1 BP workshop (pour validation des BP)
	3.3.1.2 - Site/visits missions for BP follow-up	Jul - Sept	ANGAP, DOP - DAF	WCS, WWF	ANGAP Network	Missions to support elaboration of BP
3.3.2. Conduct conservation activities in selected parks	3.3.2.1 - Evaluation of the incidence of Tavy in the 8 PAs financed by Miaro		ANGAP/DOP/CCO	WCS, WWF, CI	ANGAP Network	Specialist consultants
	3.3.2.2 - Production of environmental outreach resources (for use in villages, schools, local associations and clubs, decision makers)	Apr - Jun	ANGAP-DOP	WCS, WWF, CI	ANGAP Network	in collaboration with PE3 agencies/partners
	3.3.2.3 - Production of technical guidance documents for site-based Ecotourism activities (included detailed maintenance standards)	Apr - Jun	ANGAP-DOP	WCS, WWF, CI	ANGAP Network	

Pressures to be managed in the 8 selected sites:

Pressures	Ranomafana	Andasibe	Zahamena	Andohahela	Manombo	Betampona	Isalo	Kalambatritra
Tavy	X		X					
Land clearing	X	X	X	X	X	X		X
Fire	X		X	X	X	X	X	X
Illegal logging	X	X	X	X	X	X	X	X

Interventions in these sites contribute to reduction of pressures. Such reduction will be assessed with the value of threat level in each site. Threat levels and those to be achieved in 2006 in each site are the following:

Sites	Threat level			
	2005		2006	
	Qualitative value	Quantitative value	Qualitative value	Quantitative value
1. Ranomafana	VH	90.5	H	60
2. Isalo	H	60	H	45
3. Kalambatritra	NA	NA	NA	NA
4. Manombo	VH	78	H	55
5. Zahamena	Average	27.30	Average	20
6. Andasibe	High	58.2	High	40
7. Betampona	High	36	High	32
8. Andohahela	High	42.50	High	30

To better assess MIARO's contribution for 2006, it is appropriate to set out below each activity of ANGAP's PTA 2006 with funding from all donors:

#### A. CONSERVATION

Funding source	(Carreaux) Overseen	Location
IDA	64 400	Nosy hara, Ranomafana, Isalo, Midongy du Sud, Ambatovaky, Mantadia, Forêt de mikea
GEF	57 400	Ambohitantely, Ambre mountain, Ankarana, Analamerana, Manongarivo, Lokobe, Bay of Baly, Sahamalaza, Mangerivola, Zahamena, Andohahela, Cap sainte Marie, Zombitse, Tsimanampetsotsa, Nosy ve, Mika forest
Equity resources	4 000	Zombitse, Ambohitantely
European Union (EU)	9 000	Bemaraha, Mananara Nord
KFW	52 000	Marojejy, Ankarafantsika, Kirindy mite
Government (GOV)	2 000	Marolambo, Beza mahafaly
WWF/MC Arthur	1 100	Nosy hara
CI	2 000	Marotandrano
MIARO	3 000	Betampona (400), Manombo (900), kalambatritra (1700)
WCS	11 000	Masoala

Total	205 900	
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<b>Funding source</b>	<b>Sentry sites</b>	<b>Location</b>
IDA	21	Nosy Hara, Ranomafana, Isalo, Midongy du Sud, Ambatovaky, Mantadia, Forêt de mikea
GEF	35	Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe, Baie de baly, Sahamalaza, Mangerivola, Zahamena, Andohahela, Cap sainte marie, Zombitse, Tsimanmpetsotsa, Nosy ve , Forêt de mikea
European Union (EU)	5	Bemaraha, Mananara Nord
KFW	28	Marojejy, Ankarafantsika, Andringitra
Government (GOV)	2	Marolambo
CI	5	Marotandrano
MIARO	2	Kalambatritra
WCS	3	Masoala
Total	101	

<b>Funding source</b>	<b>Control barrier</b>	<b>Location</b>
IDA	5	Isalo, Midongy du Sud, Ambatovaky, Mantadia
GEF	17	Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe, Baie de baly, Sahamalaza, Zahamena, Andohahela, cap sainte marie, Zombitse, Tsimanampetsotsa, Nosy ve, Forêt de mikea
European Union (EU)	2	Bemaraha, Mananara Nord
KFW	5	Marojejy, Ankarafantsika, Kirindy mite
Government (GOV)	2	Marolambo, Beza mahafaly
CI	1	Marotandrano
MIARO	2	Betampona (1), Kalambatritra (1)
WCS	1	Masoala
Total	35	

<b>Funding source</b>	<b>Establishment of protection area</b>	<b>Location</b>
IDA	4	Isalo, Midongy du Sud, Ambatovaky, Mantadia
GEF	12	Ambohitantely, Montagne d'Ambre, Analamerana, Manongarivo, Lokobe, Baie de baly, Sahamalaza, Mangerivola, Andohahela, Cap sainte marie, Tsimanampetsotsa, Nosy ve,
European Union (EU)	1	Bemaraha
KFW	4	Marojejy, Ankarafantsika, Kirindy mite, Andringitra
Government (GOV)	1	Beza mahafaly
CI	1	Marotandrano
MIARO	3	Betampona (1), Kalambatritra (1), Manombo (1)
WCS	1	Masoala
Total	27	

<b>Funding source</b>	<b>Km firebreak open</b>	<b>Location</b>
IDA	64	Isalo, Ranomafana, Midongy du sud
GEF	314	Ambohitantely, Montagne d'Ambre, Ankarana, Analamerana, Baie de Baly, Zahamena, Andohahela, cap sainte marie, Zombitse , Tsimanampetsotsa
KFW	69	Ankarafantsika, Kirindy mite
CI	15	Marotandrano
MIARO	11	Betampona (3) , Manombo (8)
Total	473	

<b>Funding source</b>	<b>Materialize external boundaries</b>	<b>Materialize hard core boundaries</b>	<b>Location</b>
	Km materialized	Km materialized	
IDA	175	114.0	Ranomafana, Isalo, Ambatovaky, Mantadia
GEF	625.8	460.0	Ambohitantely, Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe, Baie de baly, Mangerivola, Zahamena, Andohahela, cap sainte marie, Zombitse,

			Tsimanampetsotsa
European Union	180	170	Bemaraha
KFW	226	229	Marojejy, Ankarafantsika, Kirindy mite
WWF/MC Arthur	300	150	Nosy hara
CI	30	25.0	Marotandrano
MIARO	37.0	35.0	Betampona (12km/10km) , Manombo (25km/25km)
WCS	300	209.0	Masoala
Total	1873.8	1392	

<b>Funding source</b>	<b>Km firebreak maintained</b>	<b>Location</b>
IDA	232	Isalo, Ranomafana, Midongy du Sud
GEF	1027	Ambohitantely, Montagne d'Ambre, Ankarana, Analamerana, Baie de baly, Zahamena, Andohahela, Cap sainte marie, Zombitse, Tsimanampetsotsa
KFW	535	Ankarafanatsika, Andringitra, Marojejy
WWF/MC Arthur		
CI	60	Marotandrano
MIARO	25	Manombo (15km), Betampona (10km)
Total	1879	

## **B. ENVIRONMENTAL EDUCATION**

<b>Funding source</b>	<b>Advocacy decision-makers</b>	<b>Location</b>
IDA	1	Mantadia
GEF	60	Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe
Equity resources	23	Ambohitantely, Zombitse
European Union (EU)	15	Bemaraha, Mananara Nord
KFW	48	Marojejy, Ankarafantsika, Andringitra, Kirindy Mite
Government	2	Beza mahafaly

(GOV		
CI	21	Marotandrano, Ambatovaky, Mangerivola, baie de Baly
MIARO	47	Ranomafana (10), Mantadia(4), Zahamena (9), Andohahela (4), Betampona (8), Kalambatritra (4), Manombo (5) , Isalo (3)
WCS	12	Masoala
Total	229	

<b>Funding source</b>	<b>Large public action</b>	<b>Location</b>
IDA	6	Nosy Hara, Midongy du Sud
GEF	19	Montagned'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe, Sahamalaza
Equity resources	6	Ambohitantely, Zombitse
European Union (EU)	3	Bemaraha, Mananara - Nord
KFW	14	Marojejy, Ankarafantsika, Andringitra, Kirindy Mite
Government (GOV	6	Marolambo, Beza mahafaly, Nosy ve
WWF/MC Arthur	1	Nosy hara
CI	7	Baie de Baly, Marotandrano, Ambatovaky, Mangerivola
MIARO	16	Ranomafana (2), Mantadia (2), Zahamena (2), Andohahela (2), Manombo (2), Isalo (2), Kalambatritra (2), Betampona (2)
WCS	4	Masoala
Total	82	

<b>Funding sources</b>	<b>Sensitized villages</b>	<b>Location</b>
IDA	49	Ranomafana, Mantadia
GEF	96	Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe, Andohahela ( ), Cap sainte Marie
Equity resources	51	Ambohitantely, Zombitse
European Union (EU)	40	Bemaraha, Mananara Nord
KFW	88	Marojejy, Ankarafanstika, Kirindy mite, Tsimanampetsotsa
Government	1	Beza Mahafaly

(GOV		
WWF/MC Arthur	10	Nosy hara
CI	51	Baie de Baly, Marotandrano, Ambatovaky, Mangerivola
MIARO	64	Zahamena (25), Betampona (17), Manombo (8), kalambatritra (6), Isalo (8)
WCS	45	Masoala
Total	496	

<b>Funding source</b>	<b>Outpost structure</b>	<b>Location</b>
IDA	30	Ranomafana , Mantadia
GEF	16	Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, lokobe, Andohahela ( ) , Cap sainte marie
Ressources propres	12	Ambohitantely, Zombitse
Union Européenne (UE)	7	Bemaraha, Mananara Nord
KFW	28	Marojejy, Ankarafantsika, Andringitra, Kirindy mite, Tsimanampetsotsa
Government (GOV)	8	Marolambo, Beza mahafaly (- MNB, BTP)
WWF/MC Arthur	1	Nosy Hara
CI	10	Baie de baly, Marotandrano, Ambatovaky, Mangerivola
MIARO	15	Zahamena (7), Betampona (4), Manombo (4),
WCS	4	Masoala
Total	131	

<b>Funding source</b>	<b>Sensitized schools</b>	<b>Location</b>
IDA	35	Ranomafana ( ) , Mantadia ( )
GEF	54	Montagne d'Ambre, Ankarana, Analamerana, Manongarivo, Lokobe, Andohahela, Cap sainte marie
Equity resources	11	Ambohitantely, Zombitse
European Union (EU)	18	Bemaraha, Mananara Nord
KFW	65	Marojejy, Ankarafantsika, Kirindy mite, Tsimanampetsotsa
Government	3	Beza mahafaly

(GOV		
WWF/MC Arthur	3	Nosy Hara
CI	17	Baie de baly, Marotandrano, Ambatovaky, Mangerivola
MIARO	32	Zahamena (10), Betampona (13), Manombo (4), Kalambatritra (2), Isalo (3)
WCS	30	Masoala
Total	268	

## ECOTOURISM

Specific activities already supported by other financings are presented below:

- ✓ Ecotourism impact evaluation at the level of protected areas; a survey was conducted by consultants and oriented to ecological impacts in 2005, and will focus on economic impacts this year.

Funding source	Ecot impact evaluation	Location
IDA	2	Mantadia
GEF	5	Montagne d'Ambre (2), Ankarana (2), Andohahela (1)
MIARO	1	Ranomafana
Total	8	

- ✓ Ecotourism activities will be confined to Ranomafana and Isalo. The other products of other sites are already supported by other donors:

Funding source	Number	Heading
MIARO	1	Rehabilitation d'une belvédère sur le circuit Varibolo, Ranomafana
	8 km	Rehabilitation du circuit Malaso et accessoires à Isalo
	5km	Réhabilitation circuit Anjofo et accessoires à Isalo
	1	Atelier régional sur l'organisation du guidage dans les AP et mise en place d'un guichet unique
	1	Construction d'une maison des guides à Ranohira Isalo

- ✓ The Ranomafana viewpoint has been in existence since 2001 but strongly needs rehabilitating. Though still operational, it would be advisable to repair it for it is very much used.
- ✓ The Malaso tour is the only Isalo tour related to Isalo geology. This is the only tour that can be done by car up to its parking lot. Many visitors have requested that it be developed into a real tour (rehabilitation of the passable dirt road, putting of interpreting signs, parking lot and rest area...)

- ✓ Opening of the Anjofo itinerary located east of the Park responds to the policy of visitors' deconcentration towards the two most visited Isalo itineraries (Swimming pool tour, and Namaza tour). The feeder road follows the road towards Andriamanero up to 32km. So, it is necessary to repair a few black dots on this dirt road before developing the Anjofo tour of 5km-length.
- ✓ ANGAP is currently organizing guiding in PAs. Refresher training for guides in all sites for visitors has been provided since last year, and putting in place of a one-stop shop in all ANGAP sites has been recommended. The customer will pay only once at the shop (entry fees, guiding, porters, and others...), and as such they will no longer be cheated by guides or others when they are out of the reception office. To this effect, a regional workshop is scheduled to be held.
- ✓ Until now, Isalo guides are not provided with a shed or any facilities for them to use, and they have to wait for customers in front of the Park reception office. This shows a lack of professionalism (ANGAP and guides). The construction of a kind of shed for the Isalo guides opposite the Park reception office has been in discussion for long.

## RESULT MODULE IV: SUSTAINABLE FINANCING MECHANISMS OPERATIONAL

### A. Introduction/Justification

**Results Module 4** focuses on creating more effective sustainable financing mechanisms to ensure adequate management of existing protected areas and support active involvement of Malagasy citizens in the conservation of the country's important natural resources. RM4 will develop and adopt realistic and effective financial instruments that will contribute to the realization of Durban Vision goals.

During the initial design, RM4 emphasized several important themes including: 1) institutional development and capacity building of conservation funds; 2) fiscal and policy development that puts greater government support behind the generation of resources for biodiversity conservation, and 3) implementation of specific site-level projects and programs that use these financial instruments to generate long-term funding for conservation objectives in Madagascar. Of great importance will be the development of alternative financial instruments, including the valuation and marketing of environmental services at priority sites to finance conservation.

After almost two years, the RM4 team is able to take stock of our past experience and analyze how we can meet RM4 objectives more effectively. Certainly progress has been made in creating stronger sustainable financing institutions, but efforts need to continue to ensure that after MIARO funding, these institutions are functioning effectively, and that their resources are secured. There is also a need to increase the implementation of sustainable financing mechanisms and tie them directly to conservation objectives and outcomes. These efforts should ultimately link to the establishment of new protected areas (Durban Vision); mechanisms need to be employed to ensure that newly established protected areas can count on sources of funding for the future. Exploring ways to create these linkages will receive increased attention from RM4 in 2006.

The work plan faces some challenges. Progress in some areas has been slower than anticipated and adjustments will be proposed in this year's work plan. The work plan activities need to be apace with the internal decision-making procedures of partner institutions and third parties. The inability to move things forward in some areas means that RM4 will need to invest more time and resources in developing more effective management systems.

As the work plan year 2006 begins, WCS needs to recruit an RM4 coordinator who can contribute conservation finance leadership for this project and act as a liaison between staff in the US and programs in Madagascar. The current coordinator recently accepted a position at UNEP in Nairobi and will be unavailable starting in 2006. High priority must be given to recruitment of a new conservation finance program officer, whom we hope will remain on the sustainable finance team throughout the remainder of the program. WCS began to search for a suitable replacement in November 2005 and the process is on going.

Another key objective in 2006 will be the development and implementation of specific sustainable finance mechanisms at priority sites related to establishment of new protected areas in Madagascar. The process has already begun (e.g. Makira) but will be expanded during 2006 and beyond so that we can demonstrate a diversity of mechanisms that can be employed to help meet our conservation goals. Implementation will require that we engage in some social research, support development of business plans and feasibility studies to identify potentially successful business-related opportunities, and provide seed money, where needed, to jump start potentially successful ventures. Our efforts will also involve reaching out to financiers to help direct needed capital to those promising ventures we can identify.

Another effort that will be supported via RM4 this year will be a contribution of the establishment of a concessions policy. A draft concession framework has been presented to ANGAP, Eaux et Forêts and other stakeholders for review and comment, with the work completed under MIARO. Assistance for the legal review of options has been requested from BAMEX, with completion of that analysis expected by the end of January 2006. This program did not figure in the original 2005 work plan but concession policy emerged as a priority in 2005 and the MIARO team responded appropriately.

Results Module 4 includes three primary activities, along with a variety of sub-activities.

- 4.1. Expand and develop management capacity of Malagasy Environmental Trust Funds/Foundations**
- 4.2. Build on efforts made and cooperate with other EP3 actors to strengthen potential sources of income for forest habitat conservation and for new protected areas (both terrestrial and marine).**
- 4.3. Stimulate investment for biodiversity conservation**

## B. Sub Result Module Objectives

### **4.1. Expand and develop management capacity of Malagasy Environmental Trust Funds/Foundations**

This activity aims to ensure the effectiveness and success of these two long-term funding mechanisms that exist Madagascar. In the case of Tany Meva, activities will continue to support the institutional changes that began to occur during 2005. In 2006 Tany Meva will continue to mature institutionally, adding two new board members and creating a new finance committee that can help guide the board more effectively as it faces important decisions regarding the management of Tany Meva assets. The Madagascar Foundation for Protected Areas and Biodiversity (“Madagascar Foundation”) will continue to build its operational capacity and reach out to new donors and stakeholders in 2006.

This year in the workplan table a line that caters for the management of each activity under RM 4 has been added. This line item captures home office salary as well as the time of full-time staff dedicated to working on RM4 and that may not be captured appropriately in other line items.

#### ***ACTIVITY 4.1.1 - Long-term support & technical assistance to Tany Meva Foundation for institutional development, strategic planning, and development of new sustainable financial mechanisms***

During 2006, WCS and Tany Meva will continue to work together to implement Tany Meva’s strategic plan and increase the impact of Tany Meva projects.

#### **Tany Meva**

An important step for Tany Meva will be the identification of new sites to focus its programming over the next three years. In December Tany Meva will launch an analysis with support from the WCS GIS team to determine geographic areas of priority. The analysis will be based on a variety of layers including identification of newly established protected areas, determination of gaps in funding coverage, other environmental issues, etc. The factors to be determined will be finalized in a meeting between WCS and Tany Meva in early December. The analysis will lead to the selection of sites in geographic areas and the results taken to the Board for final approval. Once approval is achieved, Tany Meva will launch a program of analysis of financial needs and opportunities and then launch a program of financial support and investment. WCS will support this effort with RM 4 resources. We expect that the newly established protected areas, especially those that lie outside the management of ANGAP and Eaux et Forêts, will form the anchor for the overall site selection.

**Risks.** One risk is that the Tany Meva board will not go through with the proposed reforms, but that risk seems small at this time. A potential problem will be further delays in deciding on a geographic focus. This could occur if the feeling among board members is that Tany Meva needs to provide funds for projects throughout Madagascar or that activities should be undertaken in five regions. Tany Meva defines its regions as north, south, and east, west and central and has board members representing each of those areas. Trying to cover each region or funding many small projects would dilute the effectiveness of the organization’s funds.

**ACTIVITY 4.1.2 - Long-term support and technical assistance to Madagascar Foundation for Protected Areas and Biodiversity**

During 2006, WWF and CI will support the Madagascar Foundation’s work plan through technical assistance, fundraising and communication products and capacity building.

**Madagascar Foundation for Protected Areas and Biodiversity**

The Madagascar Foundation will enter 2006 with most of its legal framework and operational procedures established. With the recruitment of the Executive Director, Finance and Administration Director and Program Director, the Madagascar Foundation now has the human resources necessary to become fully operational. With the engagement of an asset manager(s), the Madagascar Foundation will begin to manage its initial capital in 2006. The MIARO 2006 work plan for the Madagascar Foundation corresponds directly to priority activities identified in the Madagascar Foundation’s own 2006 work plan. Since the work plan is oriented more around activities anticipated in the first six months of 2006, it is recommended that the work plan be reviewed mid-year to better respond to needs for the second half of the year.

**Risks.** Development of the Madagascar Foundation grant manual, monitoring and evaluation manual and strategic plan are all contingent on greater outreach to potential beneficiaries of the Madagascar Foundation, as well as extensive coordination with EP3 initiatives. Staff and board members have some experience with Madagascar’s protected areas, but an effort will need to be made to ensure that everyone is at the same level in making important strategic decisions. The communication materials cannot be produced unless the Madagascar Foundation Board makes basic decisions about the Madagascar Foundation’s identity (e.g., name and logo)

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
4.1.1. Long-term support & technical assistance to Tany Meva Foundation for institutional development, strategic planning, and development of new sustainable financial mechanisms	Continue board development process with completion of board operations manual and board orientation on operations.	Apr - May	WCS	Tany Meva Executive and Board	Antananarivo	Consultant time
	Provide training to the new Finance Committee of the board on asset management - consultant to provide training	Aug - Sept	WCS	Tany Meva Executive and Board	Antananarivo	Consultant time
	Provide support to implementation of communication strategy including funding for design and development of improved website	Mar - Aug	WCS	Tany Meva - head of communications	Antananarivo	Local firm to develop website and content development strategy

	Assist in establishing Tany Meva's geographic priority focus employing GIS analysis Help develop Tany Meva basic GIS capacity Develop strategy based on decentralization process	Jan - Mar	WCS	Tany Meva	Antananarivo and field	WCS GIS team and Tany Meva program staff; possible purchase appropriate GIS software
	Initiate programs in priority areas with a focus on identifying and developing sustainable financing mechanisms	Jun - Dec	WCS	Tany Meva, and other partners in region.	Selected sites identified above	WCS and Tany Meva staff -
	Develop model and plan for the utilization of potential use of PEIII funds to support implementation	May - Jul	WCS and Tany Meva	PE III partners: completed as part of WCS input	Antananarivo	WCS and Tany Meva
	Activity management	Jan - Dec	WCS	Tany Meva, MIARO partners	Antananarivo	Staff funding
4.1.2 Long-term support and technical assistance to the Madagascar Foundation for Protected Areas and Biodiversity	Select asset manager and sign contract for asset management services.	Jan - Apr	CI (LR)	Madagascar Foundation, WWF	Antananarivo, offshore	Consultant time and travel
	Develop grant manual and train Foundation staff in use of manual	Mar - May	WWF (MM)	Madagascar Foundation, ANGAP, CI	Antananarivo	Consultant time and travel
	Prepare fundraising documents for GEF	Mar - Jun	WWF (JP2, MEN)	Madagascar Foundation, CI	Antananarivo	WWF staff time
	Build Board knowledge of protected areas	Feb - Dec	CI (LR)	Madagascar Foundation, WWF	National	Travel

#### **4.2. Build on efforts made and cooperate with other EP3 actors to strengthen potential sources of income for forest habitat conservation**

##### ***ACTIVITY 4.2.1 - Technical support to the Comité pour le Développement des Instruments de Financement Durable – for the development of initiatives for financing and implementing conservation in a range of protected areas throughout Madagascar***

MIARO partners will collaborate with *Comité pour le Développement des Instruments de Financement Durable*, established within the Ministry of Environment and provide technical assistance to continue promotion of sustainable financing mechanisms as a broad policy objective within Madagascar to support long-term financing of biodiversity of conservation. Activities will include:

- ✓ Attend monthly meetings of the *Comité*
- ✓ Assist with identification of research and study needs related to sustainable finance for conservation
- ✓ Explore development of joint initiatives including identification of training needs and possible development of training programs.

The activity involves all MIARO partners and Malagasy partners both within and outside government. In addition selected activities aim to create greater understanding of the value of biodiversity conservation in Madagascar.

The MIARO team will provide some supervision of the current consultant study on financial instruments that began in September and will continue through part of 2006. The team will also undertake an inventory of ecosystem service payments using a form developed by Forest Trends and implemented in Tanzania, Uganda, and South Africa. The objective is to undertake a standardized assessment across Eastern and Southern Africa and Madagascar with a goal of sharing information and lessons learned and coordinating programs related to ecosystem service payments.

**Risks.** The biggest risk is that the process loses momentum or that it gets lost in process without rendering concrete results. The MIARO team will continue to work with the *Comité* and the Ministry to discuss ideas and identify opportunities that arise from the consultant study and inventory of ecosystem service payments. Once we have the results of those we can look at concrete actions, but we do not expect any new initiatives prior to 2007.

#### ***ACTIVITY 4.2.2 - Greater information and understanding within Madagascar about the value of ecosystems services developed and promoted***

Connecting the values and benefits of ecosystems to peoples' economic and social needs will be important for generating the support that will be needed to conserve Madagascar's biodiversity resources. Finding ways to communicate those values and their relevancy to a broad audience, including decision-makers, is key. The challenge lies in understanding the values and communicating them so that they expand peoples' understanding and influence their behavior. This continues to be a challenge, but finding ways to arrive at the values and communicate them in a meaningful way remains an objective of RM4.

This sub-activity is also linked to activities that will be developed at specific sites where efforts will be made to develop a suite of sustainable financing mechanisms that benefit both protected areas as well as communities connected in some way to biodiversity conservation and who may benefit from conservation-related business investments.

Specifically under this activity the following will be undertaken during 2006, including:

- ✓ WCS will conduct research on the valuation of resources at Makira in 2006. Similar research may be undertaken at the selected Tany Meva sites. The goal will be to develop a methodology that will provide useful and others can use quality data and which to conduct socio-economic and valuation research around protected areas in Madagascar.

- ✓ Development of an outreach product that is informative and educates a broad audience about the economic benefits of ecosystem services – the product will be developed during 2006 for launching by October. Plans are currently under development.
- ✓ Identification of potential Payment for Watershed Services sites in context of WWF, CARE, IIED program. Madagascar was selected as a potential pilot country for this program, which will be funded by DANIDA and DGIS beginning in 2006.

**Risks.** The original design of this sub-activity anticipated the development of a forum or workshop that would provide information on ecosystems services to decision makers and academics. The team decided that development of such a workshop would be tantamount to “preaching to the converted” and would likely not result in the desired impact. It was decided to explore demand and identify the types of products that would appeal to a broad audience. Several ideas have been identified and a final decision will be made in early 2006. The only significant risk is that we do not gauge demand appropriately and the product does not attract the desired interest.

With regard to the research the biggest risk will be ensuring good quality so that everyone has confidence in the results. This will require good design and oversight throughout the process. Developing good research partnerships will also be important. The other risk is that the information gleaned from the research will not have the influence desired. The MIARO team needs to find ways to sustain information flow so that the data, research results, and conservation stories remain in the public domain and resonate with leaders at the national, regional and local levels, so that support for conservation grows.

#### ***ACTIVITY 4.2.3 - Development of carbon related projects for forest restoration and forest conservation***

This activity supports the development of carbon related projects in Madagascar. Madagascar has made significant strides in marketing carbon and can be considered one of the leaders in selling carbon from avoided deforestation. Makira has already sold 40,000 tons and there is demand for more, so WCS will continue to work with the government to develop the contracts to increase sales from Makira. If done well the example of Makira will bolster the arguments to include avoided deforestation as an approved mechanisms in future climate change agreements. Moreover significant funds could flow to Makira from Makira carbon sales and that could support protected area management and community-level investments.

The Carbon project developed by CI will be implemented in 2006 with an aim of having the final project with the Bio Carbon Fund signed this year. CI has already provided a grant to Tany Meva to begin some of the reforestation preparation works as part of the match for that project at the site level. CI has also helped the government to get the approval of some pre-requisite project documents and will still work on developing additional compulsory ones. In the same way, CI will continue to provide assistance in identifying potential new buyers in addition to those that are already paying and those that are secured. Technical support will be provided to the government to negotiate the Emission Reduction Purchase Agreement (ERPA) and have it signed this year. CI assistance will then deal with the remaining steps that will await the government for the project implementation among which is the design and creation of the project management structure. This latter is expected to handle both technical and financial management issues throughout the project lifetime.

**Risks.** The largest risk involves the market for avoided deforestation carbon. So far the voluntary market has been robust, but the market is still voluntary and finding buyers requires a significant time investment. The other issue will be working out the costs as well as the expertise required to ensure monitoring and compliance. These issues will have to be addressed and resolved in the course of developing projects and setting up systems.

**ACTIVITY 4.2.4 - Assist the GOM develop other new financial instruments for forest habitat conservation**

As part of its support to the Comité, WWF will continue to assist the GOM to assess other new instruments for forest habitat conservation. Early in 2006, WWF will reassess its contribution to this activity based on recommendations to be presented to the Comité by Someah. One of the contributions under consideration has been the potential introduction of green taxes to finance the environmental sector in Madagascar – in order to provide some input for Someah’s work, WWF would review green tax experiences in other countries. WWF will also seek to identify other sources of funding for work on development of new financial instruments.

**Risks.** Someah recommendations may need some review and refinement if technical studies are not sufficiently developed.

**ACTIVITY 4.2.5. Enable environmental actors to obtain increased budgetary allocations for the environmental sector through debt relief allocations**

MIARO efforts led to President Ravalomana’s announcement in September 2005 that 8% of debt relief budgetary resources will be allocated to protected areas. In order to ensure that these resources actually benefit protected areas, it will be important to continue to advocate for the government commitment through the budget cycle. This will also relate to the government’s capital contribution to the Madagascar Foundation. MIARO partners will continue to consult with each other and EP3 stakeholders to develop and implement a strategy that realizes this commitment. As a result of the Gleneagles G-8 commitment, it will be necessary to calculate potential debt relief funds that could be available beyond the existing HIPC debt relief funds.

In 2005, WWF identified the French government’s C2D bilateral debt relief mechanism as a potential source of funding for the environmental sector. In the fourth quarter of 2006, WWF will develop a C2D proposal and strategy for advocating that C2D resources are allocated to the sector when Madagascar’s C2D is renegotiated in 2007. This activity will need to be coordinated with work on overall HIPC/PRSP financing. WWF-France will be providing additional support for this initiative on an on-going basis.

**Risks.** This activity is contingent on a coordinated approach by EP3 actors. In the past, government commitments for HIPC/PRSP debt relief have not been realized due to the Ministry of Environment’s weak capacity to make the case for debt relief resources to be allocated to the environmental sector.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
4.2.1. Technical support to the Comite pour le Developpement des Instruments de Financement Durable – for the development of initiatives for financing and implementing conservation in a range of protected areas throughout Madagascar	Attend monthly meetings; provide advice and support to the process and contribute to studies analysis Undertake training as necessar	Jan - Dec	RM4 team	Comite pour le Developpement des Instruments de Financement Durable	Antananarivo	Staff time
	Undertake inventory of ecosystem service payments following methodology used in Uganda, Tanzania and South Africa	Mar - May	WCS Coordinator	Comite pour le Developpement des Instruments de Financement Durable	National	Coordinator with collaboration from committee and interviewers
4.2.2. Greater information and understanding within Madagascar about the value of ecosystems services developed and promoted	Valuation of ecosystem services assessment (scope to be determined)	Apr - Dec	RV and WCS coordinator	Makira project,	Antananarivo + field staff	WCS coordinator, local researchers - WCS design support
	Develop outreach/ product with broad appeal to market the concept of ecosystem services and values Madagascar Distribute product.	Apr - Dec	WCS Coordinator	WCS education,	Development in Antanarivo; national distribution	Graphic designer and copy editor
	Conduct economic evaluation to "SAPM" approach (case studies on new protected areas creation" [marine, terrestrial]	Apr - Dec	WWF, WCS		Makira, Mikea Sud, Marine	STTA local
	Identification of payment for ecosystem services pilot projects	Feb - Dec	WWF (SR, EB)	CARE, IIED, MIARO partners	Antananarivo and field sites to be identified	WWF TDY time and travel, Consultant time
4.2.3. Development of carbon related projects for forest restoration and forest conservation	Design, recruit and ensure the functioning of the project management entity	Apr - Jul	CI	World Bank, Carbon coordination unit		Technical assistance
	Assist the GoM to complete the definition of forest and its submission to the CDM Executive Board	Mar - Apr		DNA		Workshop
	Help the GoM develop, finalize and submit Project Design Document (PDD) to CDM Executive Board	Mar - Apr, Jun - Aug		DNA		Technical assistance

	Assist the GoM negotiate the ERPA	Apr - Jun		World Bank, DNA		Technical assistance
	Facilitate negotiation between the GoM and The Climate Trust	Jan - Sept		DNA, TCT		Technical assistance
4.2.4. Assist the GOM develop other new financial instruments for forest habitat conservation including the Introduction of Green Taxes to finance the environmental sector	Work plan to be developed based on recommendations of Comite pour le Developpement des Instruments de Financement Durable	Jan - Dec	WWF: Lalaina Randrianarison	Comite, MIARO partners	National	WWF staff time
4.2.5. Enable environmental actors to obtain increased budgetary allocations for the environmental sector through HIPC/PRSP budgetary allocations and non-HIPC debt bilateral debt for nature swaps	Continue high-level lobbying for debt relief allocation to protected areas	Jan - Dec	Jean-Paul Paddack, WWF and Leon Rajaobelina, CI	MIARO partners	Antananarivo	WWF and CI staff time
	Prepare proposal for C2D allocation	Sept - Dec	WWF: Marie de Longcamp	CI	Antananarivo and Paris	WWF TDY and travel
4.2.6 Activity Management		Jan - Dec	RV and WCS CF specialist;	WWF and CI	National	WCS and WWF staff

### 4.3. Stimulate investment for biodiversity conservation

#### **ACTIVITY 4.3.1 - Promote site-based funding for SdC and AP particularly with “non-traditional donors” (zoos and zoo consortia) linked with marketing strategies and business plans of the two conservation funds and the Protected Areas**

WCS will continue to develop the Masoala partnership with Zoo Zurich in an effort to build Zoo Zurich that will lead to continued and sustained financial support for Masoala National Park. WCS will continue to liaise with the Zoo, support its outreach and fundraising effort and will continue to explore the establishment of a targeted long-term fund for the park. Funding at a rate of \$100,000 per year continues to flow, with \$25,000 contributing each year to a permanent fund. The goal is to significantly increase fund contributions via the Friends of Masoala Group.

**Risks.** Funding from Zoo Zurich is based on voluntary contributions and a cut of the gift shop and food court receipts. Zoo Zurich feels comfortable that these will amount to \$100,000 per year. The endowment will be created as part of a major voluntary effort. Because of the voluntary nature, it is possible that people lose interest or find difficulties in raising the funds. Maintaining contact and interest will be important for ensuring that commitment of volunteer time and contributions. However there is no certainty of success in raising the money.

**ACTIVITY 4.3.2 - Promote greater private sector participation in conservation through debt and equity financing for commercially viable biodiversity businesses and enterprises in Madagascar**

This activity focuses on the stimulating investment in biodiversity conservation with a special emphasis on building linkages with the private sector and will begin in earnest in 2006. Several programs will be continued from initial discussions and work begun in 2005.

The draft concessions framework will be reviewed, legal issues addressed and a policy developed in 2006. The policy will establish a standard approach for how the private sector will work with protected areas to provide accommodation facilities and other services.

MIARO will begin to work with a variety of stakeholders to improve business opportunities. Work with ecotourism will continue and new business opportunities will be explored to develop supply chains that can benefit communities where conservation project are on going. Business school students will provide business planning and feasibility study expertise for a variety of businesses in Madagascar to better explore feasible options.

A more detailed work plan will be developed based on identification of financing strategies for potential pilots sites and an analysis of private sector financing sources that could be available to finance investment in or near these sites.

**Risks.** The major risk will be the lack of private sector interest if returns are not on par with what can be gained in alternative investments. The team will explore this issue and seek viable solutions to this constraint.

**ACTIVITY 4.3.3 - A series of pilot ecotourism partnerships between the private sector, CBOs, regional authorities and relevant ministries is developed in collaboration with NGO partners that support biodiversity conservation.**

Over the regional approach launched by CI in 2005, starting with baseline assessment of tourism potentialities in selected protected areas, new tools and approaches are developed in participatory planning. New partnerships between four categories of ecotourism - meaning PAs managers (ANGAP, DGEF, NGOs/CBOs or Private owners), communities that live tightly to the PAs, tourism industries (hotels, tour operators, guides...) and government authorities (MINENVEF, Ministry of Culture and Tourism, Regional Government Authorities), are expected to be developed in order to build and ensure sustainability of co-management of ecotourism as an efficient tool for biodiversity.

A “Comité de Développement de l’Ecotourisme”, will be in place to support each administrative region in their regional ecotourism planning. Those committee will be in charge of:

- The finalization of their respective ecotourism development plan, defining respective workplan and attribution of each stakeholders,
- The implementation and monitoring of the regional ecotourism development plan

CI will provide technical support and relevant interventions of each category of actors to improve and speed up the effectiveness of the regional ecotourism plan. Specific programs are held to make better understanding between them. CI will:

- Support government authorities, - including MINENVEF, the Ministry of Tourism and the regional authorities-, in building sustainable ecotourism framework and legacy that harness tourism for biodiversity conservation. Specific training program in ecotourism will be held for the capacity building of those government representations that enforce the administration of ecotourism
- Make auspicious environment to better interest the tourism private sector in biodiversity conservation
- Support the coordination the regional tourism development and marketing actions, with the implementation and management of new protected areas according to Durban vision results.

Regular monitoring will be done through reporting and workshops in order to seek more efficiency in sustainable approach of tourism as a real conservation tool.

**Risks.** As each stakeholders has divergent interests and a different level of ecotourism acknowledges and understanding, the challenge will be to make all of them share the same objective of biodiversity conservation by sustainable tourism development. CI must strongly take care of each stakeholder expectation in his role as facilitator of the partnership buildings. Finally, as it is a sustainability-building program, the lack of funding will compromise the implementation of approaches.

Sub RM activities	Activities	Period	Responsible	Partner	Localization	Budget element
4.3.1. Promote site- based funding for SdC and AP particularly with “non-traditional donors” (zoos and zoo consortia) linked with marketing strategies and business plans of the two conservation funds and the Protected Areas	Continue development of Zoo Zurich partnership and fundraising effort Enhance partnership and develop new efforts	Jan - Dec	JM, HC, RV	Zoo Zurich, Zoo Duet, Madagascar Fauna Group	USA, Europe, Masoala	WCS staff
	Assess sustainable financing options at least two sites (new protected areas) o analyze potential business and sustainable financing opportunities Develop feasibility studies	Apr - Aug	WCS - RV and WCS-CF specialist	Tany Meva	Sites TBD	WCS staff and consultants
4.3.2. Promote greater private sector participation in conservation through debt and equity financing for commercially viable biodiversity businesses and enterprises in Madagascar	Identify specific business investments as a result of 4.3.1.2 above and possibly finance business plans and help identify investments, including those benefiting people around protected areas	Mar - Sept	RV and WCS CF specialist	Businesses and universities (Yale, UC Berkley)	Multiple sites	WCS staff, business students, private sector collaborators

	Contribute to development of concession policy to involve private sector in ecotourism investments in and around protected areas	Jan - Dec	RV and Coordinator	ANGAP, Eaux et Forets, WWF, BAMEX	Antananarivo	WCS staff in collaboration with Concession Committee
	Analyze potential for new private sector financing sources to invest in environmental sector and develop financing strategies for pilot sites	Jan - Dec	WWF (JP2, MM)	MIARO partners	National	WWF Staff time and TDY time
	Management of activity	Jan - Dec	RV and WCS-CF Specialist	MIARO team other stakeholders	National	RV and WCS CF Specialist
4.3.3 A series of pilot ecotourism partnerships between the private sector, CBOs, regional authorities and relevant ministries is developed in collaboration with NGO partners that support biodiversity conservation.	Rapid Tourism Assessment: economic, sociocultural issues of ecotourism	Jan - Feb, Apr	CI	Atsinanana, Analanjorofo, Imoronimania and Haute Matsiatra Regions, CI	Ranomafana Andringitra Corridor	Staff time, Consultants, workshops, travels
	Support the institutional government in ecotourism administration: planning, monitoring and control, marketing, laws applications	May - Dec	CI	Alaotra Mangoro, Atsinanana, CI	Ankeniheny Zahamena Corridor	Staff time, workshops, travels

### III. COORDINATION, MANAGEMENT AND PLANNING ACTIVITIES

#### *Activities Directly Related to Logical Framework*

##### A – STTA/TDY INTERVENTIONS

###### **a. Conservation International**

<b>Activities/Steps</b>	<b>Targets</b>	<b>Period</b>	<b>Responsible</b>	<b>Localization</b>	<b>Budget Elements</b>
Support to carbon project	Support to RM4	May, Oct-Nov	Louise Holloway	Madagascar	Honorary Per diem, Lodging Travel costs
Support to DVG on conservation planning	Support to DVG	Apr – May	Bob Pressey	Madagascar	Honorary Per diem, Lodging Travel costs
Support to DVG on Protected Areas establishment	Support to DVG	TBD	2 IUCN Experts	Madagascar	Honorary Per diem, Lodging Travel costs
Biodiversity offset and action plan for extractive industries	Support to DVG	May	Jonathan Ekstrom	Madagascar	Honorary Per diem, Lodging Travel costs

###### **b. WCS**

<b>Activities/Steps</b>	<b>Targets</b>	<b>Period</b>	<b>Responsible</b>	<b>Localization</b>	<b>Budget Elements</b>
Activity Support on REBIOMA and PA priority-setting	Support to RM4	TBD	Alison Cameron	USA	Honorary Per diem, Lodging Travel costs
RM4 implementation and management	Support to RM4	April, July, October, December	Ray Victorine	Madagascar	Honorary Per diem, Lodging Travel costs
Tany Meva Foundation	Support to Tany Meva	TBD	TBD	Madagascar	Honorary

Board development training and support to the Executive					Per diem, Lodging Travel costs
Development of ranger-based monitoring system	Support to RM4	April	Fiona Maisels	Madagascar	
Support to Protected Areas Business plans	Support to RM4	June-August	TBD (MBA internships)	Madagascar	Honorary Per diem, Lodging Travel costs
Sustainable financing issues	Support to Madagascar Foundation	TBD	Ray Victorine	Switzerland	Honorary Per diem, Lodging Travel costs
Assessment of ecosystem values	Support to RM4	TBD	TBD	Madagascar	Honorary Per diem, Lodging Travel costs

**c. WWE**

<b>Activities/Steps</b>	<b>Targets</b>	<b>Period</b>	<b>Responsible</b>	<b>Localization</b>	<b>Budget Elements</b>
Support to RM2	Activity support to RM2	Feb - Mar, Jul - Dec	Jean Pierre D'Huart	Madagascar	Honorary Per diem, Lodging Travel costs
Support to RM2 and RM4	RM 2.3 - Review of ANGAP Business Plan RM 4.1 - Madagascar Foundation donor meeting	May - Jun	Melissa Moye	Madagascar	Honorary Per diem, Lodging Travel costs
Support to RM2	RM 2.3 - Business planning, private sector financing mechanisms	Sept	Melissa Moye	Madagascar	Honorary Per diem, Lodging Travel costs
Support to RM4	RM 4.2.2 - Identification and development of payment for ecosystem	Feb, Sept - Oct	Esteban Brenes	Madagascar	Honorary Per diem, Lodging Travel costs

	mechanisms				
Support to RM4	RM4.2.5 - prepare strategy for C2D allocation	Apr - Sept	Marie de Longcamp	Paris	

Notes

Other STTA can be hired for the following purposes but we do not know yet their origin:

- ♦ RM 4.1.2 - Grant Manual (April)
- ♦ RM 4.2.4 - Green taxes (Apr - Sept)

**B – USAID ALLIANCE ACTIVITIES**

The main objective of USAID Alliance is to promote partnership within all AID funded project through its 3 priority regions. The “Alliance” is based to a good understanding and a common vision through inter-relations and all each duties under the Env/RD Program. MIARO Program is a potential member of the USAID Alliance. MIARO Program participated to all workshops organized by USAID on September 2004.

To ensure that MIARO will meet to the Alliance Objectives, some activities are planned under the initiatives of Conservation International through most of the USAID priority regions.

<b>Activities/Steps</b>	<b>Targets</b>	<b>Period</b>	<b>Responsible</b>	<b>Localization</b>	<b>Budget Elements</b>
Coordination meeting	USAID priority regions	Monthly: Jan – Dec	USAID Alliance	<ul style="list-style-type: none"> <li>▪ Tamatave</li> <li>▪ Fianarantsoa</li> <li>▪ Anosy</li> </ul>	Associated costs
Strategic meeting	USAID Alliance	Quarterly: Mar, Jun, Sept, Dec	USAID Alliance	Antananarivo	Associated costs

## Support activities

### C - MEETINGS

#### a. Periodic meetings

Periodic meetings between all MIARO Program stakeholders are required to ensure synergy and coordination between activities. These meetings are particularly important to ensure an enhanced way of leading of all activities, also it will avoid that MIARO work in isolation with other entity concerned in the implementation of all environmental activities.

Activities/Steps	Targets	Period	Responsible	Localization	Budget Elements
Steering Committee	CI, WCS, WWF and ANGAP	Monthly	CI (LR, FH), WCS (HC), WWF (JPP), ANGAP (DG)	Antananarivo	Associated costs
MIARO Bi-weekly	USAID, DGEF, CI, WCS, WWF and ANGAP	Bi-weekly: ▪ Strategic meeting ▪ Monitoring activities	CI	Antananarivo	Associated costs
Durban Vision Group	Durban Vision Group	Weekly	DGEF	Antananarivo	Associated costs
Finances and Administration	CI, WCS, WWF and ANGAP	Monthly	CI	Antananarivo	Associated costs
PIP ( <i>Programme d'Investissement Publics</i> )	CI, WCS, WWF, ANGAP and other AID funded project	Monthly	USAID	Antananarivo	Associated costs

#### b. International meetings

International meetings will allow MIARO Program to relate progress according to results acquired from the beginning of the project. Participation to different international meeting can concern MIARO Team as an Implementation Project but also it gives opportunity to different Malagasy Environmental Representative or authority to emphasis and to confirm the willingness to support all MIARO Activities as the Malagasy President declared in Durban on 2003.

Activities/Steps	Targets	Period	Responsible	Localization	Budget Elements
International seminar on protected area	1 person	August	Michèle Andrianarisata or Bruno Rajaspera	United States of America (Montana)	Per diem, Lodging Travel costs

management					
Meeting on biodiversity offset sustainable financing mechanism	2 persons	TBD	Jeannicq Randrianarisoa and 1 pers from GOM	United States of America	Per diem, Lodging Travel costs

**D – ACTIVITIES FOLLOW UP AND INTERNAL CONTROL**

<b>Activities/Steps</b>	<b>Targets</b>	<b>Period</b>	<b>Responsible</b>	<b>Localization</b>	<b>Budget Elements</b>
Activities follow up	1 visit per organization/office Subgrantees: ▪ WCS Office ▪ WWF Office ▪ ANGAP: Central Office, Ranomafana, Mantadia/Analamazaotra, Zahamena, Andohahela	Jan – Dec	CI	Antananarivo, Ranomafana, Andasibe, Fénérive Est, Taolanaro	Per diem, Lodging, Travel costs
Internal control	1 visit per organization/office Subgrantees: ▪ WCS Office ▪ WWF Office ▪ ANGAP Central Office	Jun – Dec	CI	Antananarivo	
External audit	1 external audit	Sept	External audit firm	Antananarivo, Ranomafana, Andasibe, Fénérive Est, Taolanaro	Audit fees Per diem, Lodging, Travel costs

## E - REPORTS

Activities/Steps	Targets	Period	Responsible	Localization	Budget Elements
Financial report	4 Financial reports	Feb, May, Jul, Nov	CI, WCS, WWF, ANGAP	CI DC	Management fees
Annual Performance report	1 Annual report	Dec	CI, WCS, WWF, ANGAP	CI MAD	Management fees
Semi-Annual progress report	1 Semi-Annual report	Jun	CI, WCS, WWF, ANGAP	CI MAD	Management fees
Short Term consultants reports	STTA report	Jan – Dec	CI, WCS, WWF	CI MAD	Management fees
Annual inventory of commodities	1 inventory report	Dec	CI, WCS, WWF, ANGAP	CI MAD	Management fees

## F – MATERIALS & EQUIPMENTS ACQUISITION

### a. Conservation International

Activities/Steps	Targets	Period	Responsible	Localization	Budget Elements
Information Technology Equipment	<ul style="list-style-type: none"> <li>▪ 1 Laptop with licenses</li> <li>▪ 1 LCD Projector</li> </ul>	Jan – Jun	CI	Washington DC, Antananarivo	
Office equipment	Other furniture's	Jan – Dec	CI	Antananarivo	

### b. WWF

Activities/Steps	Targets	Period	Responsible	Localization	Budget Elements
Office equipment	<ul style="list-style-type: none"> <li>▪ Other furniture's</li> </ul>	Jan – Dec	WWF	Antananarivo	

### c. ANGAP

Activities/Steps	Targets	Period	Responsible	Localization	Budget Elements
Information Technology Equipment	<ul style="list-style-type: none"> <li>▪ 2 Desktop</li> <li>▪ 3 LCD Projector</li> </ul>	Jan – Dec	ANGAP	HQ, DIR F, DIR T	

	<ul style="list-style-type: none"> <li>▪ 3 Laser printers</li> <li>▪ 2 UPS</li> <li>▪ 2 Laptop</li> </ul>				
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## G – MIARO TRAVEL PLAN 2006

Some trips between Madagascar and different countries abroad are planned for 2006. These trips will concern STTA and/or TDY who will bring their knowledge and their support to the Durban Vision Group. Also, some trips will be made by different MIARO people CI, WCS, WWF and ANGAP and some authorities concerned, from Madagascar to abroad in order to present or to relate the project progress from the beginning of MIARO.

This travel plan is shown with the workplan to let us USAID to give prior approval for all predetermined trips. Though, some international trips will be happening during the year 2006 and MIARO will address prior approvals from USAID depending on the needs.

### a. Conservation International

Origin	Destination	Purpose	Estimated Period	Number of trips	Participants
United Kingdom	Madagascar	Support on carbon project	May, Oct-Nov	2	Louise Holloway
Australia	Madagascar	Support to DVG on conservation planning	Apr – May	1	Bob Pressey
United Kingdom, Italia	Madagascar	Support to DVG on Protected Areas establishment	TBD	2	IUCN Experts
United States of America	Madagascar	Biodiversity offset and action plan for extractive industries	May	1	Jonathan Ekstrom
Madagascar	United States of America	International seminar on protected area management	August	1	Michèle Andrianarisata or Bruno Rajaspera
Madagascar	United States of America	Meeting on biodiversity offset sustainable financing mechanism	Jan – Dec	2	Jeannicq Randrianarisoa and 1 pers from GOM

### b. WCS

Origin	Destination	Purpose	Estimated Period	Number of trips	Participants
Madagascar	USA	Development of Carbon financing mechanisms	TBD	2	Helen Crowley
Madagascar	Europe	Development of zoo-based	August	1	Helen Crowley

<b>Origin</b>	<b>Destination</b>	<b>Purpose</b>	<b>Estimated Period</b>	<b>Number of trips</b>	<b>Participants</b>
		financing of Protected Areas			
Madagascar	USA	Activity Support on REBIOMA and PA priority-setting	TBD	2	Alison Cameron
USA	Madagascar	RM4 implementation and management	April, July, October, December	4	Ray Victorine
USA	Madagascar	Tany Meva Foundation Board development training and support to the Executive	TBD	2	TBD
Madagascar	Europe	Development of zoo-based financing of Protected Areas	August	1	James MacKinnon
Madagascar	Uganda	Development of monitoring system	TBD	1	James MacKinnon
USA	Madagascar	Development of ranger-based monitoring system	April	1	Fiona Maisels
USA	Madagascar	Development of REBIOMA database interaction tool	TBD	1	WCS staff from Living Landscape Program
USA	Madagascar	GIS support to ANGAP	TBD	1	WCS staff from Living Landscape Program
USA	Madagascar	Monitoring of Protected Areas impacts	TBD	1	WCS staff from Living Landscape Program
USA	Madagascar	Support to Protected Areas Business plans	June-August	5	TBD (MBA internships)
USA	Switzerland	Sustainable financing issues	TBD	1	Ray Victorine
USA	Madagascar	Assessment of ecosystem values	TBD	1	TBD

**c. WWF**

<b>Origin</b>	<b>Destination</b>	<b>Purpose</b>	<b>Estimated Period</b>	<b>Number of trips</b>	<b>Participants</b>
Belgique	Madagascar	Activity support to RM2	Feb - Mar, Jul - Dec	2	Jean Pierre D'Huart

USA	Madagascar	RM 2.3 - Review of ANGAP Business Plan RM 4.1 - Madagascar Foundation donor meeting	May - Jun	1	Melissa Moye
USA	Madagascar	RM 2.3 - Business planning, private sector financing mechanisms	Sept	1	Melissa Moye
USA	Madagascar	RM 4.2.2 - Identification and development of payment for ecosystem mechanisms	Sept - Oct	1	Esteban Brenes
USA	Paris	RM4.2.5 - prepare strategy for C2D allocation	Apr - Sept	1	Marie de Longcamp

## IV. BUDGET AND FINANCING NEEDS

The budget presented here is for the implementation of the overall Leadership with Associates Grant under MIARO Program for year 2006.

This year, some budget revisions were integrated to project budget linked with MIARO interventions in some USAID ecoregions. These added costs concern salaries of CI central support staff and some staff working through Regional Office as Fianarantsoa and Toamasina. Also, some running costs linked with these two regional offices were added to MIARO budget from 2006 till the end of the project. More detailed of these reviewed will be sent to USAID Madagascar in accordance with the cooperative agreement.

<b>Budget Lines</b>	<b>Overall Program Budget (US\$) - (i)</b>	<b>Expenditures as of 31 dec 2005 (US\$) - (ii)</b>	<b>2006 Project Budget (US\$) - (iii)</b>
A. FIELD PERSONNEL	338,885	87,124	94,319
B. HOME OFFICE PERSONNEL	42,925		8,833
C. SHORT-TERM TECHNICAL ASSISTANCE	310,236	174,594	163,630
D. TRAVEL & PER DIEM	111,900	43,860	47,700
F. TRAINING/WORKSHOP	281,000	132,865	274,900
G. OTHER DIRECT COSTS	183,959	148,514	104,638
H. INDIRECT COSTS	370,266	67,812	173,505
I. EQUIPMENT	25,000	27,163	0
J. SUBGRANTS			
WWF	1,135,045	462,000	398,752
WCS	1,200,760	474,000	564,117
ANGAP	2,000,000	546,938	489,326
<b>TOTAL</b>	<b>\$5,999,976</b>	<b>\$2,164,870</b>	<b>\$2,319,720</b>

## **APPENDICES**

- Annex 1: Annual Workplan Table
- Annex 2: Project budget CI
- Annex 3: Project budget WCS
- Annex 4: Project budget WWF
- Annex 5: Project budget ANGAP

## ANNUAL WORKPLAN

January- December 2006

Sub Result Module	Sub RM activities	Activities	Year 2006												Resources	Budget (USD)	Responsible	Partner	Localization	Match	Output indicator	Links RM	Observation	
			J	F	M	A	M	J	J	A	S	O	N	D										
<b>RM1: ECOLOGICAL LINKAGES WITHIN AND BETWEEN LANDSCAPES ESTABLISHED AND/OR MAINTAINED BY EXPANDING BIODIVERSITY HABITAT CONSERVATION</b>																								
<b>1.1. Promote the definition of policy and legal parameters for the establishment of new protected areas</b>	1.1.1. Conduct policy review and make recommendations for IUCN categories and management options	Refine the document "General orientations" and tools sent by IUCN experts based on the experiences at regional and local levels.														Meetings, field missions	\$ 15,000	MA	Group technique, secretariat technique (central)	National		Tools sent by IUCN experts refined and implemented at regional and local level		
	1.1.2. Review and clarify options for management and ownership of future protected areas																\$ 25,000	MA	Secretariat technique (central, provincial, regional)	Priority sites		Number of new protected areas with legal status		
	1.1.3. Propose and implement legal status for the System of Protected Areas in Madagascar	Support the promoters during the process of creation and for the implementation of legal status															\$ 15,000	MA	Secretariat technique (central, provincial, regional), WWF, WCS, Commission Environnement/Pêche, stakeholders at provincial et regional level	Priority sites		Improved shared level of information to stakeholders		Identify problems for RAIV corridor and find appropriate solutions Facilitate discussion between partners (DURRELL, Bemaraha, PFUND, FFEM, Eaux et Forêts) for Manambolomaty and organize meeting on January or February
	1.1.4. Improve perceptions relating to protected areas among key groups such as political decision-makers, communities neighboring protected areas and the general public, especially concerning economic issues, contribution to poverty reduction	Organize workshop at regional and local levels <b>Regions:</b> Mikea Nord et Ranobe, Bongolava, Andavakoera et autres sites prioritaires dans la région de DIANA, Tranomaro- Ambatoabo et autres sites prioritaires dans la région de l'Anosy, corridor Marojejy et Anjanaharibe Sud, sites en dehors du corridor Zahamena-Ankeniheny et Ranomafana- Andringitra-Ivohibe- Vondrozo, Manambolomaty, Zones humides, Marins/cotiers, Haute terre du Nord															\$ 5,000	WWF, WCS		Makira, Mikea Sud, Marine				
		Conduct economic evaluation to "SAPM" approach (case studies on new protected areas creation" [marine, terrestrial])															\$ 15,000	Group communication	Secretariat technique (central, provincial, regional), WWF, WCS, Commission Environnement/Pêche, stakeholders at provincial et regional level					
		Produce and disseminate messages based on the result of cost/benefit analyses to key targeted audiences															\$ 25,000	WWF, WCS		Makira, Anosy				
		Produce visual aid for example film on terrestrial protected areas															\$ 50,000	Norotiana						
		Develop innovative tools and approaches to a sustainable management and conservation of biodiversity, emphasizing the role of civil society, private sector, and central and regional governments in promoting tourism development that supports biodiversity conservation															\$ 20,000	MA	Secretariat technique (central)	National				
	Inform key groups and secretariats techniques (provincial and regional) on the advancement of SAPM implementation and share continuously the experiences															\$ 15,000	MA	Secretariat technique (central, provincial, regional), WWF, WCS, Commission Environnement/Pêche, stakeholders at provincial et regional level	Priority sites		Map of sensitive ecosystem elaborated by consulting stakeholders and decision makers			
<b>1.2. Identify and promote potential new protected areas in consultation with regional and local actors</b>	1.2.1. Facilitate a collaborative effort of key stakeholders to identify and map sensitive natural ecosystems of importance for biodiversity, within the context of broader forest zoning	Organize planning workshop for each priority site and identify sensitive natural ecosystem which are important for biodiversity conservation (scientific workshop) <b>Priority sites :</b> Bongolava, Andavakoera, Tranomaro- Ambatoabo et autres (Anosy), Corridor Marojejy- Anjanaharibe Sud, sites en dehors Zahamena- Ankeniheny, et Ranomafana- Andringitra- Ivohibe, Manambolomaty, zones humides, marins/cotiers, Haute Terre du Nord														\$ 5,000	MA	Secretariat technique (central), JARIALA, DGEF	National		Regional forest zoning refined and integrating conservation priority setting			
	1.2.2. Develop a common understanding of relationships between forest zoning and conservation priority-setting	Work with "unité de coordination" at DGEF and JARIALA to see the complementarity between zoning activities and conservation prioritizing setting activities and share information at provincial, regional and local level																						

Sub Result Module	Sub RM activities	Activities	Year 2006												Resources	Budget (USD)	Responsible	Partner	Localization	Match	Output indicator	Links RM	Observation		
			J	F	M	A	M	J	J	A	S	O	N	D											
	1.2.3. Collectively synthesize recommendations of terrestrial priority-setting and planning exercises to produce urgent priorities for conservation	Produce map of sensitive areas for each priority site and proposed limits of new protected areas and ZPC														Workshops	\$ 15,000	MA	Secretariat technique (central, provincial, regional), WWF, WCS, Commission Environnement/Pêche, stakeholders at provincial et regional level	Priority sites		Map of urgent conservation priorities elaborated by consulting stakeholders and decision makers			
	1.2.9. Work with key CIREEFs and regional concertation platforms to identify regional biodiversity priority information needs, and means of integrating this with zoning plans	Identify information needs and support the collection of necessary information depending on their availability (biodiversity, habitat, SIG, MARXAN)  Linked to activity 2.1.5 for ANGAP														Assistance et conseils ponctuels	\$ 5,000	MA	Secretariat technique (provincial et central), JARIALA, ERI	Priority sites		Necessary information collected			Forest cover map(CI), MBG/KEW map on habitats, scientific database, biodiversity profil
	1.2.4. Work with appropriate bodies (CONARAMS, technicians, ministries) to identify marine and freshwater conservation priorities and localize to sites	Identify support needs for the appropriate wetlands and marine conservation bodies for prioritization															\$10,000	WCS (Herilala)							
	1.2.5. Work with government planners to adopt conservation planning methodologies through workshops and on-the-job training.	Linked to activity 2.2.6 for ANGAP																JLM, JPDH, MEN, SR							
	1.2.6. Complementary priority areas for conservation activity collectively identified using threatened and restricted-range species data	Finalize the biodiversity priority area map following the workplan developed with Bob Pressey (linked to 1.2.11) This analyses will include consideration of the viability of populations in the priority areas														Meetings, field missions, STTAexp	\$ 15,000	MA	Taxonomique group (DGEF, WCS, CI, WWF, CAS, DURRELL, RBG, MBG, GTI, ONE, etc.)	National, Provincial, Regional					
	1.2.7. Technicians conduct gap analyses through review of species distributions and environmental modeling analysis	Consult with taxonomic expert to verify the biodiversity priority map																							
	1.2.8. In collaboration with technical partners review critical habitat loss threats to identify future priorities	Produce forest cover change map between 2000 and 2005 Insure that forest cover change map is distributed and well interpreted Integrated priority sites within fire analyses and put in place system to communicate the information															\$ 25,000	CI/JARIALA	Taxonomique group (DGEF, WCS, CI, WWF, CAS, DURRELL, RBG, MBG, GTI, ONE, etc.)	National, Provincial, Regional					
	1.2.10. Communication plan established and implemented to identify and mobilize support for policy initiatives based on threats analysis, at local, regional and national level	Support regions outside USAID priority areas (Mikea, Makira, Mahafaly) in establishing their communication plans Support USAID priority areas for the implementation of their communication plan														Workshops, STTA loc	\$ 29,179	Hajasoa	Groupe communication, secretariat technique, WWF	National, Provincial, Regional					
	1.2.11. Database of key biodiversity data developed as a tool for planning and monitoring the new and potential protected areas	Development of database interaction tool to allow researcher data entry and training workshop for its use. Development of website to allow access to users remote access to data															\$30,734	WCS (Aristide, Dimby)							
<b>1.3. Establish new protected areas</b>	1.3.1. Region-level maps of Sensitive Areas, Biodiversity, with Business as Usual Scenarios integrated into regional zoning processes in five areas outside USAID priority areas, produced in collaboration with regional zoning committees, CIREEFs and partners to aid decision-making, prioritization of interventions within the landscape	Produce map with the results of scientific workshop, primary forest, "transfert de gestion", mining concession, legal logging concession, limits of communes <b>Priority sites:</b> Mikea Nord, Ranobe, Bongolava, Andavakoera, Corridor Marojejy-Anjanaharibe Sud, Manambolomaty, ZH, marins/cotiers, Haute Montagne du Nord  Training in methods for consultation and negotiation at communal level Support in developing "schema d'aménagement", plan d'aménagement définitif with limites définitives														STTA local  Meetings  Meetings	\$ 15,000	MA	Secretariats techniques (central, provincial, regional), WWF, WCS, stakeholders at provincial et regional level	Priority sites outside USAID priority areas					
	1.3.2. Identify capacity and resource requirements to establish and manage new protected areas	Facilitate auto evaluation of new protected areas management teams and help to identify training needs														Workshops, STTA loc	\$ 15,000	MA	Secretariats techniques (central, provincial, regional), WWF, WCS- REPC	Priority sites outside USAID priority areas					

Sub Result Module	Sub RM activities	Activities	Year 2006												Resources	Budget (USD)	Responsible	Partner	Localization	Match	Output indicator	Links RM	Observation					
			J	F	M	A	M	J	J	A	S	O	N	D														
	1.3.3. Work with responsible agencies to build their capacity to organize and execute the logistics of managing protected areas including development of management plans in new PAs	Included in activity 2.1.4																	MA	Groupes techniques, WWF, WCS	National							
	1.3.4. Catalyze funding and support to implement priority areas through sustainable financing measures identified under RM4																											
	1.3.5. Priority conservation zones areas legalized	Assist organization of new protected areas management teams and provide appropriate information on the creation process															Meetings	\$ 5 500	MA	Secretariats techniques (central, provincial, regional), stakeholders at provincial regional level	National, Priority sites							
	1.3.6. Regularly synthesize regional visions at national level	Improve communication between secretariat technique at regional and provincial level and secretariat technique in Tana															Meetings, assistance	\$ 15,000	MA	Secretariats techniques (central, provincial, regional)	National, provincial, regional							
<b>1.4. Refine conservation priorities in USAID priority eco-regions</b>	1.4.1. Work closely with implementers of USAID Ecoregional Planning and Agriculture/Trade contracts to determine common vision of importance for conservation and mechanisms for identifying priority areas and actions	Participate to USAID Alliance meeting and share continuously information on the implementation of SAPM with implementers of USAID Ecoregional Planning and Agriculture/Trade contracts															Meetings	\$ 3,000	MA	Secretariats techniques, WWF, WCS, membres de l'Alliance USAID	USAID priority areas							
	1.4.2. Take results of activities 1.1.4, 1.2.5, 1.2.6, 1.2.7 and 1.3.1 and produce locally-relevant strategic data analyses of biodiversity conservation priorities in collaboration with local technicians and authorities	Find strategic data analyses and balance national priorities with regional priorities															Meetings	\$ 5,000	MA	Secretariats techniques (provincial, regional), taxonomic group	National, USAID priority areas							
	1.4.3. Work with local partners and authorities to identify planning processes and to negotiate strategic vision for biodiversity conservation in the context of forest zoning	Elaborate plan de gestion de la conservation et plan de gestion du corridor															Workshops	\$ 10,000	MA	Secretariats techniques, WWF, WCS, membre de l'Alliance USAID, stakeholders at provincial et regional level	USAID priority areas							
	1.4.4. Region-level maps of Sensitive Areas, Biodiversity, with Business as Usual Scenarios integrated into regional zoning process produced in collaboration with regional zoning committees and partners to aid decision-making	Continue the consultation and negotiation at communal level (limit of new protected areas, ZPC, management objectives of new protected areas, zoning)															Workshops	\$ 10,000	MA	Secretariats techniques (central, provincial, regional), WWF, WCS, stakeholders at provincial et regional level	USAID priority areas							
		Elaborate the "schema d'aménagement", plan d'aménagement définitif with limit définitif															Meetings	\$ 5,000										
	1.4.5. Identify capacity and resource requirements for establishment and management of new protected areas, and extension of existing protected areas and train personnel	Conduct training needs assessment within DGEF (including DIREEF, CIREEF, CEF) et la Direction de la Pêche															Workshops	\$ 10,000	MA	Secretariats techniques (central, provincial, regional), WWF, WCS- REPC	USAID priority areas							
		Provide training modules in protected areas management																	MA	WCS- REPC	National							
<b>1.5. Develop forest restoration functions and procedures in USAID priority eco-regions</b>	1.5.1. Help to improve policy and/or institutional conditions as necessary in favor of restoration or to reduce potential constraints, and review potential contribution of forest restoration to conservation objectives in USAID priority areas	Census of restoration practitioners and organization of workshop to outline a forest restoration strategy															Survey	\$ 25,000	Gerard, Jeannick	CI, WCS, WWF,								
		Refine the strategy of forest restoration																		WWF, WCS, DGEF	CI,							
		Integrate forest restoration with the national reforestation strategy and policies															Workshops	\$ 10,000										
		Collect and analyse ongoing project practices, to learn lesson for improving the strategy															Assessment	\$ 20,000										
		Stimulate restoration working group and re-define its ToRs, with champion of DGEF																		DGEF and stakeholders								
		Determine the potential area for forest restoration within the USAID priority area																										
	1.5.2. Through field-testing, refine approaches to reforestation (native forest re-establishment, enrichment planting using native species, fast growing forest cover establishment using pioneer species ) to reconnect or improve degraded connections/corridors.	Gather information and prepare report on seed sources for non-native plants for use in corridor restoration															Reports	\$ 2,500	Gerard, Jeannick									
		Make a review and synthesis of tests carried out in Madagascar and in countries of similar conditions																										

Sub Result Module	Sub RM activities	Activities	Year 2006												Resources	Budget (USD)	Responsible	Partner	Localization	Match	Output indicator	Links RM	Observation				
			J	F	M	A	M	J	J	A	S	O	N	D													
		Promote linkages and shared lessons with CI/ANGAP's Carbon Project at Andasibe-Mantadia, WCS Masoala restoration project, WWF FLR project of Fandriana-Marolambo and Vondrozo Forest Landscape project and mining companies evolving in restoration															Field visit	\$ 5,000		WWF, WCS,DGEF, Mining companies	CI, Andasibe-Mantadia/Fandriana-Marolambo/Vondrozo/Mandena/Ambatovy						
		Integrate research institute and university in developing and solving restoration process and practices																		FOFIFA, Fac. Sciences, Fac.Lettres, Agro							
		Set priority activities within an action plan for the two coming years															NWG	\$ 2,500	NWG	DGEF andongoing project							
		Funding of important activities prioritized in the action plan in ongoing projects, to roose research and/or to extend activities															Protocole de collaboration			WWF, CI, MBG, WCS,DGEF,							
	1.5.3. Establish an action plan for the priority sites and support local communities, and civil society groups in attracting investment for reforestation	Establish processes and mechanisms leading to implementation of the Restoration of Ecosystem Services (RES): Vohidrazana-Mantadia project, e.g. map vegetation, CDM eligibility and tenure of the potential corridor restoration sites to identify the first 10															Field Action	\$ 18,000									
		Establish demonstration plots for the 6 restoration and rehabilitation project activities as a focus for training and research																\$ 12,000									
		mobilise processes leading to clarification of land (and carbon) tenure and incentives for long-term investment in land on the part of rural populations																\$ 2,500									Funded by the Afric Assist program of the World Bank
		Strengthen capacity for high production levels of native forest tree species - e.g. by facilitating research into phenology, propagation, use of mychorrizal fungi, etc.																\$ 11,000									
		Provide training in ecological restoration and develop a restoration plan																\$ 9,000									
		Multiply actions with expert and donors to seek a new form of funding restoration project (carbon sequestration, payment for ecological services)																		WWF US sustainable financing							
		Establish an action plan for Ambohilero restoration actions															Field action	\$ 25,000		CIREEF, local community, MBG, WWF	CI,						
		Implement the first main recommendation of the studies in Ambohilero with CIREEF and local people															Field action	\$ 25,000		CIREEF, local community, MBG, WWF	CI,						
		Collaborate with potential expert who can help to seek new funding.																									
	1.5.4. Promote information and experience exchanges between practitioners	Set up a network of implementers on forest landscape restoration															Networking	\$ 15,000		ASB ,(ICRAF), WWF, Global partnership, RNC, UICN							
		Organize an information and exchange workshop between practitioners and potential implementers															Workshops	\$ 15,000		All implementers							
		Establish a new guide of Forest Restoration best practices															Guide	\$ 3,000									
		Organize a field visit exchange between practitioners and involving interested implementers															Field trip visit	\$ 5,000		WWF-CI-WCS-Dynatec-QMM	Andasibe-Mantadia/Fandriana-Marolambo/Vondrozo/Mandena/Ambatovy						
<b>RM2: MANAGEMENT EFFECTIVENESS FOR PROTECTED AREAS MANAGEMENT IMPROVED</b>																											
	<b>2.1. Develop and/or refine conservation management plans and other thematic plans for protected areas.</b>	2.1.1. Complete the existing review of national network plans' status to ensure adequacy and relevance.															Completed	\$0									
		2.1.2. Based on status (completion, quality), finalize thematic plans by ensuring adequate analysis, goal and outputs setting, and monitoring.															2 technical meetings; 1 week of TA time per priority PA, travel for Tas	\$38,663	MEN, JLM, SR & JPDH	ANGAP	All ANGAP DIRs		Plans completed and deemed to be of adequate quality for implementation and evaluation	2.1.3, 2.1.6, 2.2.6			
3/22/2006																											

Sub Result Module	Sub RM activities	Activities	Year 2006												Resources	Budget (USD)	Responsible	Partner	Localization	Match	Output indicator	Links RM	Observation	
			J	F	M	A	M	J	J	A	S	O	N	D										
		Provide technical support to ANGAP's new management units. These will include Sahamalaza, Mikea, Anjozorobe, Nosy Hara, new Anosy Region sites, and the currently unfinanced protected areas in the DIR-M if the latter receive funding.														Travel for Tas; 3 weeks time of TAs per PA	\$17,950	MEN & JLM		DIR-M, DIR-U, HO, DIR-A	WWF \$5000	New sites have plans developing or completed. Staff competent.	2.1.3, 2.1.6, 2.2.6	
	2.1.3. Develop template and finalize consolidated management plans including strengthened analysis and objectives and monitoring based on improved thematic plans.	Complete the 30 summary management plans that have been started. Linked to 2.1.2 as the process is the same. Emphasis is given to quality and management impact monitoring.														Already covered in 2.1.2	\$0	MEN & JLM		ALL ANGAP sites and DIRs.		Plans deemed adequate for implementation and evaluation. Very high quality models developed in key high-profile sites and UNESCO WHS cluster	2.1.2, 2.2.6	
	2.1.4. Update manuals and plans to include responses to broader issues such as climate change and regional conservation and development objectives.	Guides and software to be developed to ensure future rapid updating of thematic and synthetic plans and for evaluating management impacts. This will include ensuring linkages between these plans and regional development and ecotourism initiatives.														2 weeks local consultant to translate and modify TNC software; 4 weeks TA time for updated guides (conservation, development, education, ecotourism, plus business plan)	\$23,958	JLM, MEN & JPDH	ANGAP, DGEF	With ANGAP in Antananarivo, some at sites.		Guides and software in use.	2.1.3, 2.1.6, 2.2.6	
	2.1.5. Set up a peer review and networking system to share knowledge of improved planning systems. Include DGEF in this process and assist planning in new conservation sites, including MPAs, using improved manuals.	Provide training support to GIS units at the DIR level; including ensuring that DIRs are using the best geo-corrected available spatial layers. This includes ensuring that the new vegetation mapping data from Kew/MBG is available to ANGAP.														2 months local consultant; 10 days week TA.	\$20,353	JLM & ANGAP	WWF, CI, FTM, ONE, DGEF, Kew, MBG.	Antananarivo.		GIS mapping database standardized and coherent. New maps used for surveillance and monitoring.	2.1.3, 2.1.5	
		Support to DIRs to ensure that scientific and technical databases are in place and that staff are trained to use them. Profiles highlighting the importance of the biodiversity in each of the protected areas will be produced.														20 days local consultants - biologists. 4 weeks TA.	\$15,583	MEN & JLM		HO and DIRs			2.1.2, 2.1.3, 2.2.5	
		Compilation of key scientific, technical and legal documents, and distribution of these to each protected area.														3 days TA time	\$991	MEN & JLM	ANGAP	HO	WWF \$5000	Profiles produced and in use at Pas	All RM 2.1 and 2.2	
	2.1.6. Assist implementation, with special attention to adopt best practices and monitoring as part of adaptive management at key sites.	Practical field-manuals explaining best conservation target and threat monitoring practices, including a review of current practices with recommendations for improvements. Review and strengthen monitoring systems for Rural development, ecotourism, and education activities including objective setting and ensuring that systems are in place to measure required PE3 indicators														40 days TA. 5 Site visits for information exchange and testing and refining of manuals.	\$29,757	JLM & MEN		HO		Manuals produced and in use at newly managed Pas	2.1.2, 2.1.3, 2.1.6, 2.2.6	
		Review and propose measures to strengthen the operational standards of each of ANGAP's 41 products. A particular focus will be on providing toolkits for invasive species control and habitat restoration.														20 days TA	\$12,617	JLM & MEN		HO		Product forms clarified.	2.1.2, 2.1.3	
		Support selected ANGAP sites to define their priorities for applied research projects														20 days TA.	\$7,200	MEN		ANGAP, DIRs, sites..		Research protocols in place in at least 5 Pas	2.1.2, 2.1.3, 2.1.6	
<b>2.2. Improve and fully implement annual programmatic work plans for protected areas</b>	2.2.1. Based on upgraded thematic plans and existing proposals for improved annual workplanning, assist PA staff at key sites to set quantifiable targets for annual workplans, and test approaches during implementation.	Included in activity 2.1.2 and will be completed in parallel.														Resources covered in 2.1.2.	\$0						2.1.2	
	2.2.2. Upgrade the current WCPA-based evaluation system based on field implementation experience, and upgrade additional management audits as necessary to meet international standards.	Assist ANGAP in clarifying the correct WCPA-based evaluation system being used, since several versions were tested in Madagascar. Recommend methodologies to help standardize scoring. Recommend analyses to improve interpretation of the results.														5 days TA.	\$1,800	MEN & ANGAP	JLM	All ANGAP DIRs		Standardized system in place and new evaluation conducted	2.2.6	
	2.2.3. Integrate business planning results and workplan results to ensure coherence and effective annual planning and monitoring	Included in activity 2.1.2 and 2.3.2 and will be completed in parallel.														Resources covered in 2.1.2.	\$0			DIR-M, DIR-U, HO, DIR-A			2.3	5

Sub Result Module	Sub RM activities	Activities	Year 2006												Resources	Budget (USD)	Responsible	Partner	Localization	Match	Output indicator	Links RM	Observation	
			J	F	M	A	M	J	J	A	S	O	N	D										
	2.2.4. Assist ANGAP and DGEF to develop regional monitoring systems specifically for those regions.	Included in 2.2.2 and 2.1.6														Resources covered in 2.1.2 and 2.1.6	\$0			ALL ANGAP sites and DIRs.			2.2.6, 2.1.5	
	2.2.5. Within ANGAP, review and improve Techpro and Tompro, and upgrade other database/monitoring systems, and assist with staff training.	Review training priorities with DOP team, and propose priority modules and materials for selected staff, to be developed by the REPC project. Additional training will be provided on biodiversity relevant to each ecoregion and individual protected areas. Some additional activities highly specific to ANGAP such as grid-based surveillance and monitoring and not covered by REPC will be dealt with in other activities.														100 days local consultants for module development; 1 week TA	\$30,308	JLM & ANGAP	WWF, REPC	With ANGAP in Antananarivo, some at sites.		Training modules implemented. Additional training courses implemented.	All RM 2.1 & 2..2	
		In association with activity 2.1.2, provide one-to one mentoring in the field for seniors and SAS and SAT.														5 weeks TA, 5 weeks biologist consultants, 10 provincial travel	\$8,550	MEN, JLM	WCS	Antananarivo.		SAS and SAT provide high-quality support in field.	2.1.2, 2.1.4	
		Training SAS and SAT and other key staff in appropriate analysis of data and integration of results into management.														1 SAS/SAT meeting; 4 weeks TA, 5 provincial travel	\$19,158	JLM, MEN & ANGAP		HO and DIRs		Results integrated into management and network monitoring.	All RM 2.1 & 2..2	
	2.2.6. Assist DGEF in developing adequate systems for new conservation sites, based on the above.	Provide support to priority new protected areas in elaborating overall management plans, monitoring systems and evaluation systems. Priority sites are Mikea, Makira, Ranobe, Anosy sites and others to be identified through the SAPM process.														2 weeks TA per site + 6 provincial travel	\$22,217	MEN, JLM & ANGAP		HO	WWF \$25000		RM1	
<b>2.3. Develop an appropriate system of business plans and marketing programs for protected areas</b>	2.3.1. Design the best BPC template to be used in all protected areas.	Completed															\$0							
	2.3.2. Assist ANGAP and DGEF develop and implement BPs in all operational PAs, prioritizing sites and setting completion dates	Complete the 30 business plans already started with ANGAP. Provide support to priority new protected areas for business plan elaboration.														Validation meetings for each DIR; TA support to sites (JLM & NR); Stagiares support to support 4 sites, US MBA students to support some sites.	\$60,538	JLM, NR & ANGAP	DGEF	HO and DIRs		30 plans completed		
	2.3.3. Review BP process after 2-3 years, and help to improve plans and manuals as necessary.	Not for 2006															\$0							
	2.3.4. Assist fund-raising strategy development and implementation, and facilitate ANGAP/DGEF relations with partners.	Not for 2006															\$0							
	2.3.5. Facilitate ANGAP-DGEF knowledge sharing to develop best practices.	Facilitate sharing of data between juxtaposed ANGAP PAs and new SAPM sites, such as Anosy, Mikea, Makira/Masoala and Mahafaly														1 week TA	\$3,154	MEN & JLM	ANGAP, DGEF	PAs				
	2.3.6. Help identify international national, regional funding sources and to develop appropriate strategies for fund acquisition.	Workshop on implementing business plans (included within the validation workshops)															\$15,717	MM, JLM		DIRS				
	2.3.7. Continue to promote close collaboration with professional tourism operators to improve marketing and goods and services.	Ensure links to ongoing tourism concession development by BAMEX/WWF/WCS/ANGAP. Facilitate ANGAP & DGEF linkages to PIC ecotourism initiatives in Anosy														1 week TA	\$7,004	JLM, ANGAP	BAMEX, WWF, DGEF	HO		Concessions policy produced		
		Assist ANGAP in developing Ecoshops for souvenir sales														6 month local contractant to assist ANGAP	\$3,500	JLM & ANGAP (marketing)	BAMEX, WWF	HO & key PAs		Increased tourism revenue - recettes annexes		
<b>RM3: CONSERVATION OF BIODIVERSITY IN PROTECTED AREAS</b>																								
<b>3.1. Reinforce the institutional, technical and financial capacity of ANGAP in protected areas management</b>	3.1.1. Implement financial planning and management system	3.1.1.1 - Special training, workshop will be organized in exploitation of financial/ technical output as decision making elements in every level														3workshop for financial, monitoring and assessment	19,200.00	ANGAP, DAF		ANGAP Network		Financial responsables from 30 management units master the use of the new financial accountability system used by ANGAP (TOMPRO); Standardised technical monthly reports are developed		
3/22/2006																								

Sub Result Module	Sub RM activities	Activities	Year 2006												Resources	Budget (USD)	Responsible	Partner	Localization	Match	Output indicator	Links RM	Observation		
			J	F	M	A	M	J	J	A	S	O	N	D											
3.1.2. Redefine steff terms of reference based on result-based planning		3.1.2.1 - Impact Assessment of training following restructuring														Workshop training to Site monitoring	13,883.75	ANGAP (DRH)		Regional		A common vision of ANGAP is understood and adopted by the heads of PAs			
		3.1.2.2 - Develop a common vision on policy, strategy, implementation of activites, the mission statement, objectives and expected results															Workshops field missions pour les 30 chefs d'unité de gestion	14,654.24	ANGAP, DOP		ANGAP Network		Level of realisation of planned activities and of performance quality is improved throughout the network		
3.1.3. Refine and implement strategic training plan based on staff terms of reference		Defintion of 2007 training needs																							
3.1.4. Develop and implement regular test audits of financial and conservation performance		3.1.4.1 - Establish/improve ecological monitoring systems in all the istes of the netwrok (based on RM2 activites and current best practice such as Ankarafantsika NP)														Workshop for HQ/ DIR/sites	2,471.00	ANGAP, DOP/ CRVB		ANGAP Network		A functioning and appropriate impact monitoring system is in place throughout the network			
		3.1.4.2 - Joint missions with specialised institutions (MBG, Parc Tsimbazaza) to conduct floristic inventories at 8 protected areas financed by Miaro														Ranomafana Manombo Kalambatritra Betampona Zahamena Andasibe Isalo Andohahela	7,500.00					At least 5 agents by PA have a better practical and scientific knowledge of their Pas. The importance of the biodiversity in the 8 PAs is known, helping the conservation management planning			
		3.1.4.4 - Training in GIS techniques: Satellite and aerial image interpretation, Arcview software, Mapinfo														Workshop for HQ/ DIR/sites (pour Le responsable SIG du Siège et les responsables informatiques des DIR régionaux)	7,451.53	ANGAP DGA		ANGAP Network		Maps for use in the field at sites are improved and updated			
		3.1.4.5 Training on land use planning in village territories, including soil protection and native tree species reforestation techniques														HQ/ Site monitoring (Pour les AP dans la direction inter - régionale de Toamasina)	4,421.30	ANGAP, DOP/ CCO		Regional		Each PA in the DIR of Toamasina capable of producing a spatial land-use plan of their protection zone and peripheral zone			
		3.1.4.6 - Independent evaluation of the management effectiveness evaluation exercise of 2005														Indepent consultant evaluation	22,900.00	ANGAP DGA	WWF	ANGAP Network		Level of Management effectiveness performance is validated by external observers			
		3.1.4.7 - Training in COAP in the regions of SOFIA and the South East (Antsohihy et Farafangana)														2 workshops	14,200.00	ANGAP DOP/ CCO		Regional		Protected areas management and legislation understood by key government agencies and law enforcers			
		3.1.4.8 - Overflights of the 8 PAs to analyse threats (specifically from Tavy)														Overflight of 8 PAs	25,000.00	ANGAP/DOP		ANGAP Network		The situation for Tavy inside the 8 protected areas is known for the mid-term evaluation			
		3.1.4.9 Field missions for technical staff from HQ and DIRs (SAS and SAT) to give technical support to sites														Missions to PAs	21,000.00	ANGAP/DOP		sites		Improved quality of Management plans, annual operational planning, and impact monitoring activities			

Sub Result Module	Sub RM activities	Activities	Year 2006												Resources	Budget (USD)	Responsible	Partner	Localization	Match	Output indicator	Links RM	Observation	
			J	F	M	A	M	J	J	A	S	O	N	D										
	3.1.5 Setup and run EP3 general communication system through ANGAP network	3.1.5.1 - Continuation of use of Tompro/ Tecpro as standard software. Integration of various project financed by other funders than World Bank & Miaro by adapting procedure and setup to each particular requirements														- HQ/Site Monitoring/Support missions - Site/Site support / experience sharring missions	22,900.00	ANGAP DAF/ Cotroleur de gestion		ANGAP Network		Better technical and financial reporting of the network is ensured by the staff at the sites		
<b>3.2. Foster service oriented roles and functional linkages between national and regional offices, and between these and the park and reserves.</b>	3.2.1. Training in-client oriented service provision	Not for 2006																						
	3.2.2. Creation of marketing committee to develop service oriented goals for each level of staff	3.2.2.1 - Meeting for creation of Marketing committee HQ Validation of Marketing workplan														Meetings, data collection, coordination	11,000.00	ANGAP, MKT		ANGAP Network		Marketing process is understood at all the levels of the network		
		3.2.2.2 - Meeting for Marketing committee creation DIR/Sites Validation Workplan of Marketing														Meetings, data collection	13,500.00	ANGAP, MKT		ANGAP Network		Marketing process is understood at all the levels of the network		
		3.2.2.3 - Data collection on marketing oriented information withing ANGAP and every level - création d'un photothèque du Réseau														Basis for data collection	14,815.00	ANGAP, MKT		Pilots Parks		Marketing process is understood at all the levels of the network		
		3.2.2.4 - Création d'un photothèque (au niveau du Siège et de chaque Dir régionale)														Basis for data collection	14,000.00	ANGAP, MKT		ANGAP network		Photos updated and available for use to promote the network		
		3.2.4. Annual or twice yearly forum for exchange between the operational levels of the organization	3.2.4.1 - Forum with all management unit head													1 forum pour 2006 pour tous les chefs d'unité de gestion du Réseau	20,800.00	ANGAP, DG-DGA	WCS, WWF	ANGAP Network		Improved team spirit and communication of the culture of ANGAP		
		3.2.5. Develop institution-wide marketing and client-relations policy	3.2.5.1 - Realization of Marketing plan (Advocacy, Park entry feespolicy) Eductours													Field visits, marketing Actions and assessment	23,000.00	ANGAP, MKT		ANGAP Network-Leading parks		Network promoted by partners who have visited and understood the specifics of each site.		
	3.2.6. Develop policies for relations with private sector	3.2.6.1 - Nation wide and local partnership with private sectors, that are acting as middle structure (structure relais) for conservation & ecotourism (mise en place ecoshop)													Middle structure promotion with private sector	16,960.00	ANGAP, MKT		ANGAP Network		Non-entrance fee revenues are increased significantly			
<b>3.3. Define and mobilize fundings for national park network and support services</b>	3.3.1. Draw up funding agreements based on individual park needs	3.3.1.1 - Business plan validation													1 BP workshop (pour validation des BP)	13,000.00	ANGAP, DOP DAF	WCS, WWF	ANGAP Network		The priority activities and the financial situation of all sites in the network is clarified.			
		3.3.1.2 - Site/visits missions for BP follow-up													Missions to support elaboration of BP	8,680.00	ANGAP, DOP DAF	WCS, WWF	ANGAP Network		The business plans of all sites are elaborated			
	3.3.2. Conduct conservation activities in selected parks	3.3.2.1 - Evaluation of the incidence of Tavy in the 8 PAs financed by Miaro														Specialist consultants	7,350.00	ANGAP/DOP / CCO	WCS, WWF	CI, ANGAP Network		The level of Tavy in the 8PAs is well known by the mid-term evaluation of the PE3		
		3.3.2.2 - Production of environmental outreach ressources (for use in villages, schools, local associations and clubs, decision makers)														in collaboration with PE3 agencies/partners	8,000.00	ANGAP-DOP	WCS WWF d'autres	CI, ANGAP Network		Outreach supporting ressources are available for necessary for L'appropriation du message environnemental auprès des villageois riverains et les partenaires des AP est accentuée		
		3.3.2.3 - Production of technical guidance documents for site-based Ecotourism activities (included detailed maintenance standards)															8,000.00	ANGAP-DOP	WCS WWF d'autres	CI, ANGAP Network		Ecotourism infrastructure of the network conforms to standards ans with a clear maintenance schedule		
	<b>3.3.2.1 - CONSERVATION</b>																							
	<b>KALAMBATRITRA</b>	1700 grid squares surveilled													Ranger's time	8,500.00					Reduction of the key			

Sub Result Module	Sub RM activities	Activities	Year 2006												Resources	Budget (USD)	Responsible	Partner	Localization	Match	Output indicator	Links RM	Observation				
			J	F	M	A	M	J	J	A	S	O	N	D													
		2 Guard posts														Construction	1,400.00							threats: Fire, deforestation, illicit logging; reduction of the level of threats to the PA by at least			
		1 control barrier														Construction	150.00										
		Defining 1 protection zone														Consultations, preparation of legal documents	9,830.00										
	<b>MANOMBO</b>	Defining 1 protection zone														Consultations, preparation of legal documents	9,830.00										
		900 grid squares surveilled														Ranger's time	4,500.00										
		8km of fire break established														Ranger's time and labour	1,200.00										
		25km delimitation of the external limits														Ranger's time and labour	2,500.00										
		25km delimitation of the strict protection zone limits														Ranger's time and labour	3,250.00										
		15km of fire break maintained														Ranger's time and labour	750.00										
	<b>BETAMPONA</b>	400 grid squares surveilled														Ranger's time	2,000.00										
		1 control barrier														Construction	150.00										
		Defining 1 protection zone														Consultations, preparation of legal documents	9,830.00										
		3km of fire break established														Ranger's time and labour	450.00										
		12km delimitation of the external limits														Ranger's time and labour	1,200.00										
		10km delimitation of the strict protection zone limits														Ranger's time and labour	1,300.00										
		10km of fire break maintained														Ranger's time and labour	500.00										
	<b>3.3.2.2 - EDUCATION ENVIRONNEMENTALE</b>																										
	<b>RANOMAFANA</b>	Advocacy for decision makers- 10														meetings	3,078.00										
		2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)														event organisation	3,850.00										
	<b>ANDASIBE / MANTADIA</b>	Advocacy for decision maker - 4														meetings	1,231.20										
		2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)														event organisation	3,850.00										
	<b>ZAHAMENA</b>	Schools mobilized on EE - 10														educational resources, staff time	3,460.00										
		Advocacy for decision maker - 9														meetings	2,770.20										
		2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)														event organisation	3,850.00										
		Creation of park-allied associations and/or clubs (structures relais)														Staff time meetings	945.00										
		Environmental outreach activities in 25 villages														educational resources, staff time	6,325.00										
	<b>ANDOHAELELA</b>	Advocacy for decision maker - 4														meetings	1,231.20										
		2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)														event organisation	3,850.00										
	<b>KALAMBATRITRA</b>	2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)														event organisation	3,850.00										
		Advocacy for decision maker - 4														meetings	1,231.20										
		school mobilized - 2														school mobilized - 2	692.00										
		Environmental outreach activities in 6 villages														educational resources, staff time	1,518.00										
	<b>MANOMBO</b>	Advocacy for decision maker - 5														meetings	1,539.00										
		2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)														event organisation	3,850.00										
		Environmental outreach activities in 8 villages														educational resources, staff time	2,024.00										
		school mobilized - 4														educational resources, staff time	1,384.00										

Sub Result Module	Sub RM activities	Activities	Year 2006												Resources	Budget (USD)	Responsible	Partner	Localization	Match	Output indicator	Links RM	Observation			
			J	F	M	A	M	J	J	A	S	O	N	D												
		Creation of 4 park-allied associations and/or clubs (structures relais)														Staff time, meetings	540.00						or the site by at least 10 points.			
	<b>BETAMPONA</b>	2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)														event organisation	3,850.00						Reduction of the key threats: Fire, deforestation, illicit logging; reduction of the level of threats to the PA by at least 4 points;			
		Advocacy for decision maker - 8														meetings	2,462.40									
		Environmental outreach activities in 17 villages														educational resources, staff time	4,301.00									
		school mobilized - 13														educational resources, staff time	4,498.00									
		Creation of 4 park-allied associations and/or clubs (structures relais)														Staff time, meetings	540.00									
	<b>ISALO</b>	2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)														event organisation	3,850.00						Reduction of the key threats: Fire, deforestation, illicit logging; reduction of the level of threats to the PA by at least 15 points;			
		Advocacy for decision maker - 3														meetings	923.40									
		Environmental outreach activities in 8 villages														educational resources, staff time	2,024.00									
		school mobilized - 3														educational resources, staff time	1,038.00									
		<b>3.3.2.3 - ECOTOURISME</b>																								
	<b>RANOMAFANA</b>	Ecotourism Impact evaluation study														consultant	2,158.00						Reduction of the key threats: Fire,			
		1 Belvedere operationnel														construction	1,800.00									
		Circuit maintenance ( Malaso ) - 8 km														labour	3,250.00						Reduction of the key threats: Fire,			
		Circuit maintenance ( Anjofo ) - 5 km														labour	4,600.00									
	<b>ISALO</b>	Regional workshop on the organisation of guides, and implementation of new "single ticket system" (including guide and ANGAP ticket)														meeting	3,750.00						logging; reduction of the level of threats to the PA by at least 15 points;			
		Construction of a guide office at Ranohira														construction	3,750.00									

Sub Result Module	Sub RM activities	Activities	Year 2006												Resources	Budget (USD)	Responsible	Partner	Localization	Match	Output indicator	Links RM	Observation		
			J	F	M	A	M	J	J	A	S	O	N	D											
<b>RM 4: SUSTAINABLE FINANCING MECHANISMS OPERATIONAL</b>																									
<b>4.1. Expand and develop management capacity of Malagasy Environmental Trust Funds/Foundations</b>	4.1.1. Long-term support & technical assistance to Tany Meva Foundation for institutional development, strategic planning, and development of new sustainable financial mechanisms	Continue board development process with completion of board operations manual and board orientation on operations.														Consultant time	\$4,800	WCS	Tany Meva Executive and Board	Antananarivo	Tany Meva: 1000	Board policy completed			
		Provide training to the new Finance Committee of the board on asset management - consultant to provide training															Consultant time	\$6,800	WCS	Tany Meva Executive and Board	Antananarivo		Asset management strategy finalized and		
		Provide support to implementation of communication strategy including funding for design and development of improved website															Local firm to develop website and content development strategy	\$4,000	WCS	Tany Meva - head of communications	Antananarivo	3000	Completed website		
		Assit in establishing Tany Meva's geographic priority focus employing GIS analysi Help develop Tany Meva basic GIS capacit Develop strategy based on decentralization process															WCS GIS team and Tany Meva program staff; possible purchase appropriate GIS software	\$1,000	WCS	Tany Meva	Antananarivo and field	Staff time	Strategic analysis for board leading to selection of priority sites for next three years.		
		Initiate programs in priority areas with a focus on identifying and developing sustainable financing mechanisms															WCS and Tany Meva staff -	\$7,200	WCS	Tany Meva, and other partners in region.	Selected sites identified above	10000	SF and investment strategy developed at sites		
		Develop model and plan for the utilization of potential use of PEIII funds to support implementation															WCS and Tany Meva	\$1,000	WCS and Tany Meva	PE III partners: completed as part of WCS input	Antananarivo	2500	Conceptual Design hopefully leading to funds		
		Activity management															Staff funding	\$14,180	WCS	Tany Meva, MIARO partners	Antananarivo		RM 4.1 outputs		
	4.1.2 Long-term support and technical assistance to the Madagascar Foundation for Protected Areas and Biodiverstiy	Select asset manager and sign contract for asset management services.														Consultant time and travel	\$10,000	CI (LR)	Madagascar Foundation, WWF	Antananarivo, offshore		Asset management contract signed			
		Develop grant manual and train Foundation staff in use of manual														Consultant time and travel	\$7,957	WWF(MM)	Madagascar Foundation, ANGAP, CI	Antananarivo		Grant manual adopted by Board	RM3		
		Prepare fundraising documents for GEF														WWF staff time	\$6,500	WWF (JP2, MEN)	Madagascar Foundation, CI	Antananarivo		GEF proposal prepared			
Build Board knowledge of protected areas															Travel	\$5,000	CI (LR)	Madagascar Foundation, WWF	National		Board visits to protected areas				
<b>4.2. Build on efforts made and cooperate with other EP3 actors to strengthen potential sources of income for protected area conservation, ith an emphasis on new protected aeas</b>	4.2.1. Technical support to the Comite pour le Developpement des Instruments de Financement Durable - for the development of initiatives for financing and implementing conservation in a range of protected areas throughtout Madagascar	Attend montly meetings; provide advice and support to the process and contribute to studies analysi Underake training as necessar													Staff time	\$0	RM4 team	Comite pour le Developpement des Instruments de Financement Durable	Antananarivo	Personnel	Regular meetings; Occasional papers, reports, etc.				
		Undertake inventory of ecosystem service payments following methodology used in Uganda, Tanzania and South Africa														Coordinator with collaboration from comite and interviewers	\$5,550	WCS Coordinator	Comite pour le Developpement des Instruments de Financement Durable	National	TBD	Ecosystem service payment assessment			
	4.2.2. Greater information and understanding within Madagascar about the value of ecosystems services developed and promoted	Valuation of ecosystem services assessment (scope to be determined)														WCS coordinator, local researchers - WCS design support	\$31,600	RV and WCS coordinator	Makira project.	Antananarivo + field staff	Salaries: \$5,000	Research studies completed; product launch promoting ecosystem service values			
		Develop outreach/ product with broad appeal to market the concept of ecosystem services and values Madagasca Distribute product.														Graphic designer and copy editor	\$4,100	WCS Coordinator	WCS education,	Development in Antanarivo; national distribution		Product launch			
		Conduct economic evaluation to "SAPM" approach (case studies on new protected areas creation" [marine, terrestrial]														STTA local	\$20,000	WWF, WCS		Makira, Mikea Sud, Marine					
		Identification of payment for ecosystem services pilot projects														WWF TDY time and travel, Consultant time	\$15,516	WWF (SR, EB)	CARE, IIED, MIARO partners	Antananarivo and field sites to be identified		Pilot site identified and project under development	All		
	4.2.3. Development of carbon related projects for forest restoration and forest conservation	Design, recruit and ensure the functioning of the project managemnt entity														Technical assistance			World Bank, Carbon coordination unit			Project management entity staff recruited	RM1.5		
		Assist the GoM to complete the definition of forest and its submission to the CDM Executive Board														Workshop			DNA			Forest definition submitted to CDM			
		Help the GoM develop, finalize and submit Project Design Document (PDD) to CDM Executive Board														Technical assistance	\$	2,500	CI	DNA		PDD approved by the CDM EB			
		Assist the GoM negotiate the ERPA														Technical assistance			World Bank, DNA			ERPA signed	RM 1.5.		
Facilitate negotiation between the GoM and The Climate Trust															Technical assistance			DNA, TCT			Madagascar selected for phase 3		11		

Sub Result Module	Sub RM activities	Activities	Year 2006												Resources	Budget (USD)	Responsible	Partner	Localization	Match	Output indicator	Links RM	Observation		
			J	F	M	A	M	J	J	A	S	O	N	D											
	4.2.4. Assist the GOM develop other new financial instruments for forest habitat conservation including the Introduction of Green Taxes to finance the environmental sector	Work plan to be developed based on recommendations of Comite pour le Developpement des Instruments de Financement Durable														WWF staff time	\$0	WWF: Lalaina Randrianarison	Comite, MIARO partners	National		Work plan developed	All		
	4.2.5. Enable environmental actors to obtain increased budgetary allocations for the environmental sector through HIPC/PRSP budgetary allocations and non-HIPC debt bilateral debt for nature swaps	Continue high-level lobbying for debt relief allocation to protected areas														WWF and CI staff time	\$0	Jean-Paul Paddock, WWF and Leon Rajaobelina, CI	MIARO partners	Antananarivo		Presidential commitment to debt relief allocation realized in 2007 budget allocation	All		
		Prepare proposal for C2D allocation														WWF TDY and travel	\$6,750	WWF: Marie de Longcamp	CI	Antananarivo and Paris		C2D proposal developed	All		
	4.2.6 Activity Management															WCS and WWF staff	\$10,090	RV and WCS CF specialist:	WWF and CI	national		RM 4.2 outputs			
<b>4.3. Stimulate investment for biodiversity conservation</b>	4.3.1. Promote site- based funding for SdC and AP particularly with "non-traditional donors" (zoos and zoo consortia) linked with marketing strategies and business plans of the two conservation funds and the Protected Areas	Continue development of Zoo Zurich partnership and fundraising effort Enhance partnership and develop new efforts														WCS staff	\$4,500	JM, HC, RV	Zoo Zurich, Zoo Duet, Madagascar Fauna Group	USA, Europe, Masoala	\$100,000 per year at least	Increased funding and strategy for development of permanent fund			
		Assess sustainable financing options at least two sites (new protected areas) o analyze potential business and sustainable financing opportunities Develop feasibility studies															WCS staff and consultants	\$6,600	WCS - RV and WCS-CF specialist	Tany Meva	Sites TBD	\$1,500	Sites developed and studies completed		
	4.3.2. Promote greater private sector participation in conservation through debt and equity financing for commercially viable biodiversity businesses and enterprises in Madagascar	Identify specific business investments as a result of 4.3.1.2 above and possibly finance business plans and help identify investments, including those benefiting people around protected areas															WCS staff , business students, private sector collaborators	\$3,200	RV and WCS CF specialist	Business and universities (Yale, UC Berkley)	Multiple sites	\$20,000	Business plans		
		Contribute to development of concession policy to involve private sector in ecotourism investments in and around protected areas															WCS staff in collaboration with Concession Committee	\$1,100	RV and Coordinator	ANGAP, Eaux et Forets, WWF, BAMEX	Antananarivo	\$10,000	concession policy		
		Analyze potential for new private sector financing sources to invest in environmental sector and develop financing strategies for pilot sites															WWF Staff time and TDY time	\$13,489	WWF (JP2, MM)	MIARO partners	National		Financing strategies for pilot site developed	All	
		Management of activity															RV and WCS CF Specialist	\$21,075	RV and WCS-CF Specialist	MIARO team other stakeholders	National		RM 4.3 outputs		
	4.3.3 A series of pilot ecotourism partnerships between the private sector, CBOs, regional authorities and relevant ministries is developed in collaboration with NGO partners that support biodiversity conservation.	Rapid Tourism Assessment : economic, sociocultural issues of ecotourism															Staff time, Consultants, workshops, travels	\$15,000	CI	Atsinanana, Analanjirofo, Imoronimania and Haute Matsiatra Regions, CI	Ranomafana Andringitra Corridor		Assesment rports for Imoronimania and Haute Matsiatra Regions		
		Support the institutional government in ecotourism administration: planning, monitoring and control, marketing, laws applications															Staff time, workshops, travels	\$26,400	CI	Alaotra Mangoro, Atsinanana, CI	Ankeniheny Zahamena Corridor		3 detailed logical frameworks in ecotourism for Alaotra Mangoro and Atsinanana		

# ANNEX 2

## CI PROJECT BUDGET - 2006

DESCRIPTIONS	Amount USD	YEAR 2006	
		Sem 1	Sem 2
<b><u>A. FIELD PERSONNEL</u></b>			
<b>1. Expatriate</b>	% Annual		
Technical Director	10%	\$ -	
Fringe Benefits	0 10%	\$ -	
<b>Subtotal Expatriate</b>		<b>\$ -</b>	<b>\$ -</b>
<b>2. Local hire</b>			
<b>Technical staff</b>	% Annual		
Project Coordinator	90% \$ 14,586	\$ 13,127	6,564 6,564
Project Administrator	100% \$ 11,424	\$ 11,424	5,712 5,712
Technical Coordinator	75% \$ 14,587	\$ 10,940	5,470 5,470
Synthesis Manager	30% \$ 11,587	\$ 3,476	1,738 1,738
Marine Coordinator	30% \$ 11,423	\$ 3,427	1,714 1,714
GIS Specialist	50% \$ 6,232	\$ 3,116	1,558 1,558
Data Base Manager	10% \$ 9,060	\$ 906	453 453
Communicator Specialist	20% \$ 11,425	\$ 2,285	1,143 1,143
<b>Fields staff</b>			
Coordinator of Toamasina office / Hanta	50% \$ 12,740	\$ 6,370	3,185 3,185
Forester / Jean Michel	50% \$ 9,058	\$ 4,529	2,265 2,265
GIS / Johans	60% \$ 5,875	\$ 3,525	1,763 1,763
Coordinator of Fianarantsoa office / Jean	50% \$ 12,740	\$ 6,370	3,185 3,185
Biologist of Fianar/ Michel	50% \$ 9,966	\$ 4,983	2,492 2,492
<b>Operation staff</b>			
Finance coordinator / Holy (nouveau)	5% \$ 14,060	\$ 703	352 352
Finance Manager of Toamasina / Eric	30% \$ 9,057	\$ 2,717	1,359 1,359
Admin Assistant of Fianarantsoa /Rondro	30% \$ 4,803	\$ 1,441	721 721
Grants Manager	100% \$ 11,424	\$ 11,424	5,712 5,712
Accountant	50% \$ 6,436	\$ 3,218	1,609 1,609
Office Manager	5% \$ 6,760	\$ 338	169 169
<b>Subtotal Local Hire</b>		<b>\$ 94,319</b>	<b>\$ 47,160</b>
<b>SUBTOTAL A. Field Personnel</b>		<b>\$ 94,319</b>	<b>\$ 47,160</b>
<b><u>B. HOME OFFICE PERSONNEL</u></b>			
	% Annual		
Protected areas Specialist	5% \$ 90,200	\$ 4,510	2,255 2,255
Government Grants Team	3.5% \$ 78,000	\$ 2,730	1,365 1,365
Fringe	22% \$ 7,240	\$ 1,593	796 796
<b>SUBTOTAL B. Home Office Personnel</b>		<b>\$ 8,833</b>	<b>\$ 4,416</b>
<b><u>C. SHORT-TERM TECHNICAL ASSISTANCE</u></b>			
<b>EXPATRIATE HIRE</b>			
<b>Honoraries</b>	Days Number Rate per day		
STTA : Bob Pressey	10 1 \$ 515	\$ 5,150	5,150
STTA : Louise Holloway	73 2 \$ 375	\$ 54,750	54,750
STTA : IUCN experts - Management options	15 2 \$ 650	\$ 19,500	\$ 19,500
STTA :Other	15 1 \$ 650	\$ 9,750	\$ 9,750
<b>Travel</b>	Number Rates		

DESCRIPTIONS				Amount USD	YEAR 2006	
					Sem 1	Sem 2
STTA : Bob Pressey	1	\$	2,000	\$ 2,000	2,000	
STTA : Louise Holloway	1	\$	2,000	\$ 2,000	2,000	
STTA : IUCN experts - Management options	2	\$	2,000	\$ 4,000		\$ 4,000
STTA :Other	1	\$	2,000	\$ 2,000		\$ 2,000
<b>Per diem</b>						
STTA : Bob Pressey	10	1	\$ 30	\$ 300	300	
STTA : Louise Holloway	73	2	\$ 30	\$ 4,380	4,380	
STTA : IUCN experts - Management options	15	2	\$ 30	\$ 900		\$ 900
STTA :Other	15	1	\$ 30	\$ 450		\$ 450
<b>LOCAL HIRE</b>						
<b>Honoraries</b>						
Economic studies	60	\$	100	\$ 6,000	3,000	3,000
Film production : Zahamena, New sites	60	\$	100	\$ 6,000	3,000	3,000
Key messages SAPM	1	\$	2,000	\$ 2,000	1,000	1,000
Communication product : Leaflet, Brochures	1,000	2	\$ 10	\$ 20,000	10,000	10,000
Translation	100	2	\$ 10	\$ 2,000	1,000	1,000
Regional consultants : Tamatave, Fianar	2	\$	5,000	\$ 10,000	5,000	5,000
<b>Travel</b>						
Film production : Zahamena	2	\$	225	\$ 450	225	225
<b>Per diem</b>						
Film production : Zahamena	10	40	\$ 30	\$ 12,000	6,000	6,000
<b>SUBTOTAL C. STTA</b>				<b>\$ 163,630</b>	<b>\$ 97,805</b>	<b>\$ 65,825</b>
<b><u>D. TRAVEL &amp; PER DIEM</u></b>						
<b>Airfare</b>						
	Number		Rates			
International travel : Michèle, Jeannicq, 1 pers. GOV	3	\$	2,000	\$ 6,000	3,000	3,000
Tana Team	10	\$	360	\$ 3,600	1,800	1,800
<b>Local travel</b>						
	Number		Rates			
Tana Team	5	\$	150	\$ 750	375	375
Tamatave team	12	\$	225	\$ 2,700	1,350	1,350
Fianarantsoa Team	12	\$	225	\$ 2,700	1,350	1,350
Other region team	6	\$	75	\$ 450	225	225
<b>Per diem</b>						
	Days		Rates			
International travel : Michèle, Jeannicq, 1 pers. GOV	45	\$	200	\$ 9,000	4,500	4,500
Tana Team	150	\$	30	\$ 4,500	2,250	2,250
Tamatave team	240	\$	30	\$ 7,200	3,600	3,600
Fianarantsoa Team	240	\$	30	\$ 7,200	3,600	3,600
Other region team	120	\$	30	\$ 3,600	1,800	1,800
<b>SUBTOTAL D. Travel &amp; Per Diem</b>				<b>\$ 47,700</b>	<b>\$ 23,850</b>	<b>\$ 23,850</b>
<b><u>F. TRAINING/WORKSHOP</u></b>						
<b>Airfare</b>						
			Rate			
National workshops	18	\$	300	\$ 5,400	2,700	2,700
Regional workshops	6	\$	300	\$ 1,800	900	900
Local workshops	3	\$	300	\$ 900	450	450
<b>Local travel</b>						
National workshops	20	\$	200	\$ 4,000	2,000	2,000
Regional workshops						
Tamatave	24	\$	150	\$ 3,600	1,800	1,800

DESCRIPTIONS			Amount USD	YEAR 2006	
				Sem 1	Sem 2
Fianarantsoa	24	\$ 150	\$ 3,600	1,800	1,800
Other	6	\$ 150	\$ 900	450	450
Local workshops					
Tamatave	48	\$ 100	\$ 4,800	2,400	2,400
Fianarantsoa	48	\$ 100	\$ 4,800	2,400	2,400
Other	12	\$ 100	\$ 1,200	600	600
<b>Per diem</b>		Rate			
National workshops	1,500	\$ 30	\$ 45,000	22,500	22,500
Regional workshops					
Tamatave	2,000	\$ 30	\$ 60,000	30,000	30,000
Fianarantsoa	2,000	\$ 30	\$ 60,000	30,000	30,000
Other	800	\$ 30	\$ 24,000	12,000	12,000
Local workshops					
Tamatave	840	\$ 30	\$ 25,200	12,600	12,600
Fianarantsoa	840	\$ 30	\$ 25,200	12,600	12,600
Other	150	\$ 30	\$ 4,500	2,250	2,250
<b>SUBTOTAL F. Training</b>			<b>\$ 274,900</b>	<b>\$ 137,450</b>	<b>\$ 137,450</b>
<b>G. OTHER DIRECT COSTS</b>					
		Annual costs			
<b>Office Rental for Tana</b>					
Rent, occupancy, insurance	12%	\$ 86,667	\$ 10,400	5,200	5,200
Telecommunication voice and data	12%	\$ 62,658	\$ 7,519	3,760	3,760
Office supplies	12%	\$ 20,867	\$ 2,504	1,252	1,252
Vehicule Maintenance		\$ 2,140	\$ 2,140	1,070	1,070
<b>Fields operations costs</b>					
Rent, occupancy, insurance	80%	\$ 11,770	\$ 11,770	5,885	5,885
Telecommunication voice and data	80%	\$ 18,190	\$ 18,190	9,095	9,095
Office supplies	80%	\$ 6,528	\$ 6,528	3,264	3,264
Other running costs	80%	\$ 41,088	\$ 41,088	20,544	20,544
<b>Material &amp; Equipment</b>					
LCD Projector	1	\$ 2,000	\$ 2,000	2,000	
Laptop	1	\$ 2,000	\$ 2,000	2,000	
Other furnitures	1	\$ 500	\$ 500	500	
<b>SUBTOTAL G. Other Direct Costs</b>			<b>\$ 104,638</b>	<b>\$ 54,569</b>	<b>\$ 50,069</b>
<b>SUBTOTAL CI DIRECT COSTS</b>			<b>\$ 694,020</b>	<b>\$ 365,250</b>	<b>\$ 328,770</b>
<b>H. INDIRECT COSTS</b>			<b>25.00%</b>	<b>\$ 173,505</b>	<b>\$ 91,312</b>
<b>I. EQUIPMENT</b>					
Four Wheel Drive Vehicles	1		\$ -		
<b>TOTAL CI BUDGET</b>			<b>\$ 867,525</b>	<b>\$ 456,562</b>	<b>\$ 410,962</b>

### ANNEX 3

#### SUBGRANT WCS 2006 BUDGET

Description	Montant US\$
<b><u>A. FIELD PERSONNEL</u></b>	118,741
<b><u>B. HOME OFFICE PERSONNEL</u></b>	31,879
<b><u>C. SHORT-TERM TECHNICAL ASSISTANCE</u></b>	
STTA (Expat)	69,485
STTA (Local hire)	157,450
STTA : Per Diem and lodging	59,000
<b><u>D. TRAVEL &amp; PER DIEM</u></b>	16,300
<b><u>F. TRAINING</u></b>	39,500
<b><u>G. OTHER DIRECT COSTS</u></b>	4,052
Equipment	0
<b><u>H. INDIRECT COSTS</u></b>	67,710
<b>TOTAL BUDGET</b>	<b>564,117</b>

**WWF - SUBGRANTEE DETAILED BUDGET : 01 january 2006 - 31 december 2006**

DESCRIPTION			YEAR 3 2006
<b>A. FIELD PERSONNEL</b>			
<b>1. Expatriate</b>	Person-Month	Monthly (\$)	
Regional Representative	2.36	9,989	23,565
Martin Nicoll	3.24	7,030	22,750
<b>Subtotal Expatriate</b>			<b>46,315</b>
<b>2. Local Hire</b>			
<u>Coordination Office</u>			
Programme Officer	12.00	1,745	20,940
Programme Operations Specialist	6.00	904	5,427
Secretary	6.00	567	3,400
Driver	6.00	353	2,116
<u>Supervision</u>			
Director of Conservation	0.58	2,593	1,496
Financial Controller	0.58	3,358	1,937
Monitoring and evaluation	0.69	1,736	1,202
<u>Finance &amp; Adminsitration support</u>			
Finance Manager	1.38	2,165	2,998
Accountant	3.00	1,395	4,185
Assistant Accountant	3.00	545	1,635
Administrative Manager	1.15	1,986	2,292
Programme administration	0.92	1,872	1,728
Administrative assistant (HR)	0.69	967	669
<u>Procurement</u>			
Officer	0.35	1,116	386
Warehouseman	0.35	826	286
Assistant	0.35	753	261
Vehicle Fleet supervisor - Mechanics	0.92	963	889
Messenger	1.25	173	216
IT support	0.46	1,639	756
<u>Technical support</u>			
Marine Programme Officer	0.50	2,145	1,073
Forest Programme Officer	0.50	2,145	1,073
Communication Officer	0.58	2,145	1,238
GIS support	0.58	988	570
<b>Subtotal Local Hire:</b>			<b>56,771</b>
<b>SUBTOTAL A . FIELD PERSONNEL</b>			<b>103,085</b>
<b>B. TEMPORARY DUTY</b>			
Melissa Moye		10000	25,566
Climate change and carbon sequestration specialist		10000	2,500
Marine Conservation Advisor		10000	5,000
Forest Programme advisor		10000	5,000
Esteban Brenes		10000	2,872
Forest Technical Advisor		8000	8,000
WWF-International Forest Landscape Restoration		6820	6,820
<b>SUBTOTAL B . TDY:</b>			<b>55,757</b>
<b>C. SHORT-TERM TECHNICAL ASSISTANCE</b>			
<b>Expatriate</b>			
		Rate/per day	
Jean-Pierre D'Huart		400	12,545
Marie de Longcamp		500	6,478
Macro economist		300	10,000
Software programmer		375	10,665
Tourism - Ecotourism		500	13,182
Investment		500	12,832
<b>Local Hire</b>			
		100	21,273
<b>SUBTOTAL C. STTA</b>			<b>86,975</b>

DESCRIPTION	YEAR 3 2006
<b><u>D. TRAVEL &amp; PER DIEM</u></b>	
<b>Airfare</b>	
Programme Officer	3,667
Coordination	1,400
Marine Programme Officer	700
Forest Programme Officer	1,037
Martin Nicoll	8,333
Administrative Manager	3,667
Partners	2,000
Melissa Moye	9,053
Forest Programme advisor	2,000
Esteban Brenes	5,000
WWF-International Forest Landscape Restoration	3,053
<b>Per-Diem</b>	
Programme Officer	2,151
Coordination	3,374
Marine Programme Officer	1,250
Forest Programme Officer	1,454
Martin Nicoll	1,983
Administrative Manager	1,650
Partners	2,100
Melissa Moye	4,868
Forest Programme advisor	957
Esteban Brenes	461
WWF-International Forest Landscape Restoration	1,373
<b>SUBTOTAL D. Travel/Per Diem</b>	<b>61,532</b>
<b><u>F. TRAINING</u></b>	
Conservation management plan: Field training and computer assisted training	
Planning system (Revised TECHPRO & TOMPRO, SIAP)	
Site planning and monitoring methods,	
Linkages between thematic, results-based, business plan and tracking tools	
Site-based business plan development	
Network business plan	
Marketing strategies	
Forest restoration	
<b>SUBTOTAL F. Training</b>	<b>61,000</b>
<b><u>G. OTHER DIRECT COSTS</u></b>	
Office Rent	2,876
Office Guards/Janitor	1,503
Office Supplies	3,176
Publications	1,750
Utilities	316
Communications	5,430
Postage	1,166
Vehicle Running Cost	9,331
Vehicle repairs and tires	2,500
Insurance	1,166
<b>Equipment</b>	
Computer & software	-
Printer	-
Photocopier	-
Others	1,189
<b>SUBTOTAL G. Other direct costs</b>	<b>30,403</b>
<b>TOTAL WWF - DETAILED BUDGET</b>	<b>398,752</b>

# ANNEX 5

## ANGAP - SUBGRANTEE DETAILED BUDGET 2006

Currency en USD

DESCRIPTIONS	2006				Total Amount en Usd
	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	
<b><u>A. FIELD PERSONNEL</u></b>					
Subtotal Expatriate	-	-	-	-	-
Subtotal Local Hire	-	-	-	-	-
<b>SUBTOTAL A. FIELD PERSONNEL</b>	-	-	-	-	-
<b><u>B. HOME OFFICE PERSONNEL</u></b>					
<b>SUBTOTAL B. HOME OFFICE PERSONNEL</b>					
<b><u>C. SHORT -TERM TECHNICAL ASSISTANCE</u></b>					
<u>Expatriate</u>					
Local Hire					
Local consultant		74,186	49,628	1,000	124,814
<b>Subtotal STTA</b>	-	74,186	49,628	1,000	124,814
<u>Travel</u>					
<b>Subtotal STTA</b>					
<b>SUBTOTAL C. STTA</b>	-	74,186	49,628	1,000	124,814
<b><u>D. TRAVEL &amp; PER DIEM</u></b>					
<u>Travel</u>					
Airefare		22,827	16,917	3,334	43,077
Field missions (By road)		8,329	19,150	4,326	31,804
<b>Subtotal Travel</b>	-	31,155	36,066	7,660	74,882
<u>Per Diem</u>					
Per Diem		18,158	25,914	3,160	47,232
Lodging		17,913	28,208	4,050	50,172
<b>Subtotal Per Diem</b>	-	36,071	54,122	7,210	97,404
<b>SUBTOTAL D. TRAVEL &amp; PER DIEM</b>	-	67,227	90,189	14,870	172,285
<b><u>E. TRAINING</u></b>					
<b>SUBTOTAL E. TRAINING</b>	-	14,200	-	-	14,200
<b><u>F. Equipments &amp; Field costs</u></b>					
<u>Fournitures</u>					
Local Hire		128	194	40	362
<u>Equipments</u>					
Equipments (Computers and accessories)		24,436			24,436
Logis ics					
<u>Activities in Parks</u>					
<u>Ranomafana</u>					
Advocacy for décision makers- 10		1,847	1,231		3,078
2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)		1,925	1,925		3,850
Ecotourism Impact evaluation study			2,158		2,158
1 Belvedere operationnel		1,800			1,800
<b><u>Mantadia/ Analamazaotra</u></b>					
Advocacy for decision maker - 4		616	616		1,231

DESCRIPTIONS	2006				Total Amount en Usd
	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	
2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)		1,925	1,925		3,850
<b><u>Zahamena</u></b>					
Schools mobilized on EE - 10		2,076	1,384		3,460
Advocacy for decision maker - 9		1,539	1,231		2,770
2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)		1,925	1,925		3,850
Creation of park-allied associations and/or clubs (structures relais) - 7		540	405		945
Environmental outreach activities in 25 villages		2,277	2,277	1,771	6,325
<b><u>Andohahela</u></b>					
Advocacy for decision maker - 4		616	616		1,231
2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)		1,925	1,925		3,850
<b><u>Betampona</u></b>					
400 grid squares surveilled		750	750	500	2,000
1 control barrier		150			150
Defining 1 protection zone		4,915	1,966	2,949	9,830
2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)		1,925	1,925		3,850
Advocacy for decision maker - 8		1,539	923		2,462
Environmental outreach activities in 17 villages		2,277	2,024		4,301
school mobilized - 13		2,422	2,076		4,498
Creation of 4 park-allied associations and/or clubs (structures relais)		270	270		540
<b><u>Kalambatritra</u></b>					
1700 grid squares surveilled		3,000	3,000	2,500	8,500
2 Guard posts		1,400			1,400
1 control barrier		150			150
Defining 1 protection zone		4,915	1,966	2,949	9,830
3km of fire break established				450	450
12km delimitation of the external limits		600	600		1,200
10km delimitation of the strict protection zone limits		650	650		1,300
10km of fire break maintained				500	500
2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)		1,925	1,925		3,850
Advocacy for decision maker - 4		616	616		1,231
school mobilized - 2		346	346		692
Environmental outreach activities in 6 villages		1,012	506		1,518
<b><u>Manombo</u></b>					
Defining 1 protection zone		4,915	1,966	2,949	9,830
900 grid squares surveilled		1,750	1,750	1,000	4,500

DESCRIPTIONS	2006				Total Amount en Usd
	Jan - Mar	Apr - Jun	Jul - Sept	Oct - Dec	
8km of fire break established				1,200	1,200
25km delimitation of the external limits		1,250	500	750	2,500
25km delimitation of the strict protection zone limits		1,625	650	975	3,250
15km of fire break maintained				750	750
Advocacy for decision maker - 5		923	616		1,539
2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)		1,925	1,925		3,850
Environmental outreach activities in 8 villages		1,265	759		2,024
school mobilized - 4		692	692		1,384
Creation of 4 park-allied associations and/or clubs (structures relais)		270	270		540
<b>Isalo</b>					
2 Public Environmental Education Event (Eg. Celebration Earth Day, Environmental festivity)		1,925	1,925		3,850
Advocacy for decision maker - 3		616	308		923
Environmental outreach activities in 8 villages		1,265	759		2,024
school mobilized - 3		1,038			1,038
Circuit maintenance ( Malaso ) - 8 km		2,031	1,219		3,250
Circuit maintenance ( Anjofo ) - 5 km		2,760	1,840		4,600
Regional workshop on the organisation of guides, and implementation of new "single ticket system" (including guide and ANGAP ticket)			3,750		3,750
Construction of a guide office at Ranohira		1,875	1,875		3,750
<b>SUBTOTAL F. EQUIPMENTS AND FIELD COSTS</b>	-	<b>99,227</b>	<b>59,517</b>	<b>19,283</b>	<b>178,028</b>
<b>TOTAL ANGAP DIRECT COSTS</b>	-	<b>254,840</b>	<b>199,333</b>	<b>35,153</b>	<b>489,326</b>
<b>G. INDIRECT COSTS</b>					
<b>TOTAL ANGAP -DETAILED BUDGET</b>	-	<b>254,840</b>	<b>199,333</b>	<b>35,153</b>	<b>489,326</b>