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2008 – 2009 FINAL ANNUAL WORKPLAN



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Executive Summary

The main focus of the last work plan of the Ecoregional Initiatives (ERI) Program is assuring our legacies. This includes the five legacies defined in December of 2006 as well as other opportunities, such as consolidating transport investment in the Fianarantsoa region, that have arisen subsequently. The main challenge related to attaining our legacies is, without a doubt, rendering the various regional and rural institutions and initiatives that we have supported over the years sustainable. Consequently, strengthening partnerships and leadership as well as income generation are key elements of this work plan and our sustainability vision. The last year of the ERI Program will also be a period of analysis during which we will use various opportunities to communicate lessons learned; the stocktaking exercise being organized by USAID's SO6 program will be a crucial occasion for Program staff to share their rich experience and perspectives for the future.

Many of the activities of our final year are linked to the Durban Vision and the establishment of sizable new Protected Areas in the heart of the Program's two ecoregions. While many questions remain regarding the governance and management of these Protected Areas, one of the critical thrusts of the ERI Program will be supporting federations of community forest management associations slated to play a vital, co-management role. It is recognized, however, that remaining Program resources and time are insufficient for this relatively new initiative; ERI will therefore strive to define support mechanisms for these nascent organizations that will continue after its closedown.

With regard to agricultural activities, we will focus on institutions and approaches inherited from the LDI and PTE projects and that have remained at the heart of ERI. This will include consolidation of improved technique packages for the principle agroecological niches found in the Program's landscapes. Staff will also expend considerable energy on strengthening and perfecting the farmer-to-farmer agricultural extension system with a particular accent on supporting farmer technicians (*paysans vulgarisateurs* or PVs and *paysans animateurs* or PAs). Similarly, a central theme of this last work plan will be reinforcing the various structures within the Koloharena farmer's movement: associations, cooperatives, federations and regional branches. These efforts will largely consist of mentoring and coaching with a view towards securing solid Koloharena leadership. We are cautiously optimistic that we will be able to leave strong legacies in the realm of agricultural production and commercialization. We do note, however, that existing structural market and policy flaws could create disincentives and quickly overturn gains in these areas.

List of Acronyms

ADRA: Adventist Mission and Rural Development program
AGERAS: Appui à la Gestion des Ressources et l'Approche Spatiale
AIF: Activity Implementation Fund
ANAE: Association Nationale pour les Actions Environnementales
ANGAP: Association Nationale pour la Gestion des Aires Protégées
ASC: Agricultural Supply Center
AUE: Association des Usagers de l'Eau
BAMEX: Business and Market Expansion
BCI: Business Center Ivoharena
BIANCO: Bureau Indépendant Anti-Corruption
CBNRM: Community-Based Natural Resources Management
CDIA: Centre de Diffusion de l'Intensification Agricole
CEDII : Centre d'Echange, de Documentation et d'Information Interinstitutionnel
CI: Conservation International
CIREEF: Circonscription de l'Environnement et des Eaux et Forêts
CKH : Coopérative Koloharena
CMP : Comité Multilocale de Planification
CNKH : Confédération Nationale de Koloharena
COBA: Communauté de Base
COGE : Comité de Gestion
CRS: Catholic Relief Services
DAI: Development Alternatives, Inc.
DGEF : Direction Générale des Eaux et Forêts
DIREEF: Direction Inter-Régional de l'Environnement et des Eaux et Forêts
DWCT : Durrell Wildlife Conservation Trust
EAM: Entreprendre à Madagascar
EP3: National Environmental Action Plan, Third phase
ERI: Ecoregional Initiatives
ESSA : Etablissement Supérieur des Sciences Agronomiques
FCE: Fianarantsoa-Côte Est
FER : Fonds d'Entretien Routier
FID: Fonds Interventions pour le Développement
FIFAMANOR : Fiompiana, Fambolena Malagasy Norveziana
GCF: Gestion Contractualisée des Forêts
GCV : Grenier Communautaire Villageois
GELOSE: Gestion Locale Sécurisée
GTDR : Groupe de Travail sur le Développement Rural
IRM: Innovative Resources Management
KASTI : Komitin'ny Ala sy ny Tontolo Iainana
KH: Koloharena
LDI: Landscape Development Interventions
MAEP: Ministère de l'Agriculture, de l'Elevage et de la Pêche
M&E: Monitoring and Evaluation
NEAP: National Environmental Action Plan
NODE: "Fruits of the Forest Program"
NGO: Non-Governmental Organization
NWPH : Nature, Wealth, Power, Health
ONE: Office National de l'Environnement
ONG : Organisation Non-Gouvernementale
OPCI : Organisme Public à Caractère Intercommunal
OTIV : Ombon-Tahiry Ifampisamborana Vola
PA: Paysan animateur
PCD : Plan Communal de Développement
PMP: Performance Monitoring Plan
PPRR : Projet pour la Promotion du Revenu Rural
PSDR: Programme de Soutien de Développement Rural
PTE: Programme de Transition Ecorégional
PV: Paysan Vulgarisateur
SAGE : Service d'Appui pour la Gestion de l'Environnement
SAHA : Sahan'Asa HAMPANDROSOANA
SAPM: Systeme d'Aires Protégées de Madagascar
SEFEM: Sustainable Environment and Forest Ecosystems Management

SIZ: Strategic Intervention Zone
STTA: Short-Term Technical Assistance
TAMIS: Technical and Management Information System
TIAVO: Tahiry Ifamonjena Amin'ny Vola
USAID: United States Agency for International Development
WWF: World Wide Fund for Nature

1 Overview

The Ecoregional Initiatives program enters its last year of project activities with the advantage of 10 years of experience in implementing ecoregional conservation and development activities in and along the length of the two forest corridors in the Fianarantsoa and Toamasina intervention zones. This work plan thus reflects perspectives shaped by years of field- and policy-level practice. The central question addressed by this work plan is: how to use remaining project resources in the most effective way to leave a legacy of concentrated USAID Madagascar investments in natural resource management and rural development? The narrative below summarizes the strategic perspectives and implementation issues confronting the Fianarantsoa and Toamasina programs in the remaining months of ERI.

2 Module I: Ecoregional Approach to Conservation and Development Adopted and Implemented by Multiple Actors in Priority Ecoregions

2.1 Fianarantsoa

2.1.1 Perspectives

The ecoregional conservation and development paradigm has structured over the past 10 years the wide range of USAID Madagascar investments along the 200 km long Ranomafana – Andringitra forest corridor. The vision for the forest corridor centers around the creation of strong governance institutions for the tropical forest landscapes while at the same time setting up the economic foundations for sustainable economic growth for rural communities living at the forest fringes. Initially, the AGERAS structure provided a forum for various stakeholders to develop conceptual visions and programmatic actions to save the forest corridor from forest conversion and fragmentation. Later, the Comité Multilocale de Planification (CMP) was set up as a multitiered stakeholder consultative platform. Until now, this institution has provided the long-term presence needed to assure continuity of interventions for conservation and development. However, with the advent of the Durban Vision and the directives to create the new 500,000 hectare protected area of Fandriana – Vondrozo, new institutions have been set up like the *Secretariat Technique COFAV* to facilitate the establishment of this new national park. Various propositions are unfolding concerning how the new protected area should be co-managed between the state and local communities. During this time of institutional transition, ERI Fianarantsoa must continue to work with many partners to highlight once again the strategic importance of the forest corridor to the ecology and economy of Fianarantsoa. More than ever, it is vitally important to publicize the ecosystem functions and economic benefits of the remaining slivers of primary forests of this part of Madagascar.

While the heated debate about the future governance of the Fandriana – Vondrozo forest corridor occupies the attention of many environmental actors, other governance structures in rural society continue to receive technical assistance from ERI Fianarantsoa. Our program continues to help strengthen inter-communal structures: the coalition of mayors organized along the length of the eastern side of the Ranomafana – Andringitra forest corridor to manage the *Centre d'Appui aux Communes*, the OPCI along the FCE railway, and the coalition of stakeholders committed to the protection of the FCE railway (ADI-FCE). While watching the rise and fall of the institutional strength of various inter-communal institutions, we have realized that institutional longevity is very much a function of the success an organization has in obtaining palatable results, drawing in financial benefits for members, and renewing itself through attracting new leadership via democratic selection processes. ERI Fianarantsoa will continue to focus on supporting the *Centre d'Appui aux Communes* so that this structure, providing much needed technical assistance to mayors, will obtain a degree of financial autonomy and hence longevity. ERI is working closely with the CAC and the mayors on the eastern side of the forest corridor to develop strategies for long-term institutional support to this innovative technical assistance mechanism.

During the final year of ERI Fianarantsoa interventions, we will continue to provide leadership to the USAID Ecoregional Alliance coalition of partners. Even though member numbers are declining due to the closure of the BAMEX and SantéNet programs, we believe that coordination between the

remaining members (ERI, MIARO, JariAla, Title II, and HIP) remains essential. The coalition has created many benefits for USAID and we look forward to orienting new programs (e.g., SantéNet II) to the realities and opportunities of working in our areas of intervention.

2.1.2 Implementation Issues and Challenges

In light of the institutional ambiguities and confusions about who and how the future protected area should be managed, the ERI Fianarantsoa program is placing the majority of its staff resources into helping the five Régions and the new regional forestry service agencies (DREEFT) clarify the governance structures for the new Fandriana – Vondrozo protected area. Regional coordinator Mark Freudenberger and the module II coordinator Vololona Raharinomenjanahary will be investing a large part of their time in participating actively in various forums to encourage the establishment and testing of these new governance structures. Our ERI legacy would be the emergence of a strong and politically well-supported, inter-regional governance structure – something like the proposed *Comité d’Orientation et Evaluation* (COE) for the Ministry of Environment, Water and Forests, and Tourism.

The ERI Fianarantsoa program would like to leave as a legacy a legally binding *Nouvelle Aire Protégée Fandriana – Vondrozo*. In collaboration with the other conservation partners WWF, Conservation International, and the JariAla project we hope to provide maximum support to the consultative process and other steps required to set up the new protected area. But, time is running out. Presently, ERI is carrying out the consultative process in 18 communes, but 50 remain for other partners. How will these complex processes of consultation, identification of “affected communities,” and establishment of safeguard measures be carried out by mid-2009 given lessons learned about the costs and time required for the many steps? As new partners, like the World Bank, enter into this domain with promised supplemental funding, how can one manage efficiently the complex institutional relations? ERI will continue to bring its expertise in Development Pathways and Appreciative Inquiry to helping communes plan for the creation of the new protected area and benefit from the economic valorization of these protected spaces. For this reason, ERI will continue to provide technical assistance to the communes situated along the forest corridor to help them brace for the certain impact, both positive and negative, of the new Fandriana – Vondrozo protected area.

The future of the forest corridor also depends on the continued consolidation of the north-south “economic corridor”. ERI Fianarantsoa can leave a long-term legacy if it succeeds in helping communes generate internal revenue sources from improved tax collection and transparent public finance. Support to the CAC must continue this year, though new sources of financial support for the structure must be found. ERI is actively exploring the options for transforming the CAC into a “*guichet foncier*” that would also contribute to the attainment of a critical need of local communities – land tenure security. But, none of these interventions will amount to much unless transport infrastructures (FCE railway, feeder roads, and the Port of Manakara) are maintained and improved. ERI Fianarantsoa will continue to invest time in supporting new efforts to attract international investors in the railway and port through the door of biofuel initiatives described in more detail under Module III below.

2.2 Toamasina

2.2.1 Perspectives

The focus of module and legacy I for ERI Toamasina is support to the platform for the management of the greater Ankeniheny-Zahamena corridor (PlaCAZ). This will consist of a primary accent on fundraising and enlarging the platform’s range of financial and technical partners. Specific support on developing funding proposals and responding to requests for services will be provided. ERI Toamasina also plans to collaborate with PlaCAZ on organizing a general assembly. This will be an opportunity to validate the sustainable development vision for the corridor as well as a key forum for making decisions on strategies to assure the platform’s financial stability.

The second concentration area essentially comprises support to the new association of 14 communes that have received assistance from the Commune Support Center or CAC. Overall, ERI Toamasina will collaborate with this association, via services provided by PlaCAZ, to strengthen its administrative, technical and organizational capacity. The goal is to put in place a sound process that will lead to institutional maturity and the ability to lobby, effectively, for the sustainable development of these communes. A key, planned task needed to achieve sustainable development is establishing a successful partnership between the association and the emerging COBA Federations: this will help ensure the green and good governance belts surrounding the priority conservation zone of the forest corridor. Another critical task will be implementing an inter-communal revenue generation activity that will contribute to the association's financial stability.

Promoting the Ankeniheny-Zahamena corridor and the sustainable development vision are the central elements of the third concentration area for ERI Toamasina. Specific activities include organizing a communication campaign and a trek across the corridor. For this latter activity, a high profile will be sought via the participation of journalists and, perhaps, a film crew; collaboration with emerging COBA Federations is also planned. ERI Toamasina will also continue to collaborate with USAID Alliance members and other key stakeholders regarding the establishment of the new CAZ PA. Critical tasks will include producing a PA management plan and conceiving and agreeing a governance structure.

2.2.2 Implementation Issues and Challenges

Assuring a sustainable future for the PlaCAZ is, without a doubt, the biggest challenge to realizing the ERI Program's first legacy in the Toamasina ecoregion. A three-pronged strategy of developing funding proposals, responding to appropriate calls for services, and collecting dues from members will be employed, yet none of these elements are, at present, guaranteed success. Based on the past two years of experience, interest in funding multi-stakeholder coordination platforms does not appear to be high.

Similarly, the main challenge with respect to the inter-communal association served by the CAC is commencing an institutional strengthening process that will continue after the end of the ERI Program, eventually leading to a sustainable structure. Due to the lack of a substantial funding source and a legal framework without major incentives, this challenge may not easily be overcome.

Achieving a consensus on the governance structure for the new CAZ PA will not be an easy task. In general, there is agreement that a co-management structure is needed, yet there is little experience in Madagascar at present in establishing and implementing a shared PA management system. Moreover, there seems to be diverging opinion regarding the details of this structure for the CAZ PA. Questions revolving around the need for an interface between COBA Federations and the State as well as the role for the PlaCAZ will need to be resolved.

3 Module II: Community-based Natural Resource Management Improved and Expanded to Protect Forest Corridors

3.1 Fianarantsoa

3.1.1 Perspectives

The future of the Ranomafana – Andringitra forest corridor hinges on the ability of co-management systems to govern the entire forested landscapes. Along the forest corridor, over 80 *communautés de base* (COBA) are involved in varying degrees of intensity in the management of the forest corridor through legal mechanisms like the *Gestion Contractualisée des Forêts (GCF)* and GELOSE. Most of the contracts set up by LDI, PSDR, SAGE, and others have now expired after the initial three-year, trial period. While some contracts probably do not merit renewal, the vast majority of forest transfers do indeed demand an evaluation and readjustment to new realities. With the advent of the policy to create the new protected area Fandriana – Vondrozo, many of the management plans must be revised to reflect new land use categories. Even though ERI Fianarantsoa can not finance all of the evaluations and revisions, it can take leadership to

encourage government forestry services and donor agencies to embark on this process of evaluation and renewal. If indeed ERI succeeds in unblocking the deep institutional obstacles to forest transfer renewals, this will represent a positive legacy. To meet these enormous challenges, module II coordinator Vololona continues to offer inspired leadership.

While this goal may lead to a laudable legacy, mobilization of resources to renew the many forest transfer agreements will not happen unless the COBA are well organized in an interest group prepared to fight for the protection of their hard earned rights. ERI Fianarantsoa will continue to reinforce the capacity of the COBA members to articulate their priorities but also to be members of government forums challenged with the task of co-managing primary forests. But, as consultant Neal Hockely reported to ERI, unless the GCF generate a benefit stream, member interest will decline. It is thus imperative for ERI to continue to work with a variety of institutions to promote economic valorization of the forest corridor. Three promising avenues will continue to be promoted for the remaining duration of ERI: 1) Village-based ecotourism, 2) micro-hydro electrical power generation and sale of ecosystem services and, 3) carbon sequestration from forest regeneration and carbon sequestration credits.

As reported in previous annual and semester reports, various funding opportunities and new partnerships have been created over the years to implement these programmatic orientations. Many of these initiatives, like hydroelectric power in Tolongoina, are commencing through technical and financial assistance from the French GRET non-governmental organization. Other donors are now jumping on the micro-hydroelectric energy bandwagon started by ERI Fianarantsoa. For ecotourism, EAZA funding from European zoos and promised funding from the French Ecotourism Initiative will lead to some significant improvements in ecotourism services provided that the FCE railway continues to attract tourists to Fianarantsoa! Hopes are high that training in carbon sequestration procedures by the World Bank, MIARO, and Centre Valbio will also generate new initiatives for valorizing the biological value of the forest corridor.

3.1.2 Implementation Issues and Challenges

Time, time, and time! The ERI Fianarantsoa program is running out of time to address the new challenges posed by the advent of the Fandriana – Vondrozo protected area, the complex carbon sequestration regulatory exigencies, and the slowness of donor organizations to finance investments for economic valorization of the forest corridor. Unfortunately, consensus is not yet building up around the question of how to renew the many community forest transfer agreements. The lack of policy initiative around this important domain undermines efforts by ERI and the COBA federations to invest scarce resources in the GCF renewals. At the end of the day, rural communities are now asking, “does anyone care about renewal of community resource management agreements?” The most ERI can do at this time is to try to craft new institutional relations between the increasingly well organized COBA associations and new government and donor environmental initiatives.

3.2 Toamasina

3.2.1 Perspectives

Attaining ERI’s second legacy – community natural resource management regimes embedded in new PAs – will primarily depend on establishing a united COBA structure. For the final 15 months of the ERI Toamasina Program, we plan on establishing 5 to 7 COBA Federations (grouped by District for the most part) that are, in turn, united by a confederation. Close collaboration with PlaCAZ is foreseen in order to facilitate this process. Key activities will include informational exchanges and socio-organizational and technical support. The overarching dimension of this united COBA structure is the creation of a green belt around the core of the forest corridor as well as integrating this structure into the governance of the new PA.

The second concentration area under Module/Legacy II seeks to evaluate and renew a small numbers of forest management transfer contracts in collaboration with the Malagasy Forest Service as well as to strengthen COBA association capacity. In fact, this collaboration is a requirement for

this concentration area as the Forest Service is the sole entity, according to current law, that makes the final decisions on the evaluation and renewal of these contracts. We will also continue our efforts to set up new management transfer contracts, but we will limit these to three, maximum; this activity is necessary as there are still gaps in critical corridor zones (e.g., Fito and Andasibe) that need official, local forest management regimes. Finally, an accent will be placed on transferring technical skills for simple forest management plan implementation and forest surveillance; we expect that many of these activities will be supported by Node funds.

Economic valorization of forest resources via, for example, ecotourism, carbon credits, rural electrification, and nurseries, constitutes the primary theme of Module/Legacy II's third concentration area. We anticipate facilitating signed MOUs or contracts by COBA federations or associations with technical partners or local, regional or even national businesses with regard to economic valorization activities; this will render the management transfer contracts viable for all stakeholders. More importantly, perhaps, these actions will also support sustainable implementation of the management plans annexed to the contracts – a critical aspect for the federations and associations.

3.2.2 Implementation Issues and Challenge

ERI and USAID have recognized that the emerging COBA Federations will not be sustainable by the end of the Program. This is compounded by the fact that the context for local forest management remains volatile and plagued by the lack of unequivocal support by the Forest Service, illegal logging, the lack of a common vision among supporting organization, and internal community problems. We strongly feel that continued support – beyond ERI – by USAID for these new, united COBA structures and their role in new PA management and governance is needed. We plan on supporting this declaration via analytical documents to be produced as part of the ongoing stocktaking exercise.

Linked to this, is the challenge of implicating the PlaCAZ in COBA federation establishment and support. While this is certainly feasible, the ease of transferring the necessary knowledge and skills to the PlaCAZ should not be overestimated. A final, difficult issue concerns assuring economic valorization of forest management contracts. Short-term means exist but are stymied by concerns about negative impacts on biodiversity and an anti-development mindset among some stakeholders that discourages commercial activities for COBA associations. In contrast, promising medium-term value chains exist but cannot generate the immediate benefits that most COBA associations need in order to insure their stability.

4 Module III: Profitable and Environmentally Sound Farming Systems Replace “Slash-and-Burn” Agricultural Practices at the Landscape Level

4.1 Fianarantsoa

4.1.1 Perspectives

The module III program will continue its primary function of offering alternatives to slash-and-burn agriculture along the fringes of the Ranomafana – Andringitra forest corridor to rural communities. While the program seeks to consolidate advancements around certain commodity streams already launched with the help of the USAID BAMEX project, other new agricultural opportunities are constantly emerging. International investment companies like the South African J&J BioEnergy group are exploring options for promoting the rehabilitation of palm oil plantations near Manakara and jatropha production along the FCE railway. ERI Fianarantsoa can not let these opportunities pass by simply because we are coming to programmatic closure! Through the benefit of hindsight, ERI Fianarantsoa recognizes that it must invest considerably more energy in attracting investment capital to Fianarantsoa. Donor-driven technical assistance alone will not lead this part of Madagascar out of poverty and food insecurity. This realization is becoming increasingly obvious in

light of the closure of the USAID BAMEX program – a project initially designed to help stimulate structural incentives in the rural agricultural economy.

Led through the able contributions of Anicet Ranaivoarison and Emilienne Voniarimalala and their technical field agents, the program will continue to focus program activities in the following four domains:

1) Reinforcing the Farmer-to-Farmer Agricultural Extension System: Despite the creation of the new *Centres de Services Agricoles*, the rural agricultural extension system remains weak and disorganized at the national and regional levels. The farmer-to-farmer extension system set up by the USAID LDI and ERI programs remains the only functional system of dissemination of agricultural innovation. The ERI Fianarantsoa program will continue to provide technical assistance to the Koloharena movement to consolidate the network of *Paysans Vulgarisateurs (PV)* and *Paysans Animateurs (PA)*. Efforts must continue to consolidate the system of providing internal compensation in cash or kind for the PVs and PAs. Other agricultural extension tools, such as the *Maisons Koloharena* and the Farmer Field Schools, merit the continued concentration of a wide range of capacity building activities (training, provision of technical documentation, study tours, linkages with new agricultural partners...). ERI Fianarantsoa will work closely with the AFDI-financed *Centres de Services Agricoles* to try to put in place this new and yet largely untested technical services coordination unit.

2) Promote agroecological diversification and food security: The ERI Fianarantsoa program will continue to provide training to the Koloharena agricultural extension structure on various techniques to increase and diversify production in different agroecological zones ranging from the lowland, rice-producing niche to the higher elevation *tanety* fallow niche. Around the *Maisons Koloharena*, the Farmer Field School system will continue to test and propagate promising agricultural practices suited to the different agroecological niches. ERI plans to continue testing and diffusing with the Koloharena the nutritionally rich moringa shrub, orange-fleshed sweet potatoes, jatropha, traditional and introduced yams, cover crops as part of the “*semis direct sur couvert végétale*” (SCV) system, new varieties of rice, and other promising crops like artemesia. With the academic help of Japanese doctoral student Yasu Tsujimoto, the Koloharena will continue to document the impact of their promising rotational system of rice and peanut production in Tolongoina. The strong collaboration with FOFIFA Fianarantsoa will expand understandings of how to construct intercropping arrangements for *Jatropha curcas* in various agroecological environments. ERI will strive to obtain private sector funding for FOFIFA from some of the international investors in jatropha production.

3) Rural agricultural mechanization: The ERI Fianarantsoa program will continue to consolidate advances it has achieved in introducing conical weeders, foot pumps, Bielenberg jatropha oil presses, and other small machinery. Various organizational arrangements have been made for Koloharena cooperatives to purchase and rent this equipment, but this must be strengthened. ERI will also continue to take the lead to introduce the jatropha multifunctional platform – a diesel powered generator employing jatropha oil that in turn operates an electrical generator that in turn powers multiple tools like a jatropha oil press, rice mills, and other equipment. Technical assistance will continue to be provided by Cyrille Zebrowski of BIONEER. ERI Fianarantsoa hopes that our initiative to introduce the multifunctional platform will stimulate other donors (e.g., GTZ) and the private sector to invest in setting up these village level energy centers in areas where jatropha is presently grown, thereby stimulating the local production and marketing system. ERI will also work with a University of Michigan and Yale University team of master and doctoral students for three weeks in late May and early June to test the system and to investigate how to earn carbon credits for these integrated jatropha bioenergy systems.

4) Rural infrastructure rehabilitation: The drivers of a regional and rural economy are its transportation systems. Due to the unique history of USAID interventions in Fianarantsoa around transportation rehabilitation, ERI will continue to provide determined but behind-the-scenes leadership with respect to the rehabilitation of the FCE railway and the Port of Manakara as well as strategic routes like the Ifanadiana – Ikongo RNT 14, the Ambalavao-

Namoly road, and the Betraka-Lekomby roads. ERI will continue to help road users associations gain financing from the *Fonds d'Entretien* for the maintenance of the Namoly road. As a last effort to assure the long-term viability of the FCE railway, ERI will work as long as possible with private sector operators, like the South African J&J company, to incite them to invest in integrated FCE, Port of Manakara, and palm oil biofuel production. While ERI Fianarantsoa is well aware of the controversies surrounding the biofuel industry, it believes that certain trade-offs are required to assure the survival of the FCE and that current proposals to rehabilitate the palm plantations appear to be in conformance with best corporate practices. Similarly, ERI Fianarantsoa will continue to make increasingly desperate pleas for the rehabilitation of irrigation systems damaged by cyclones. We fear that our concerns will fall on deaf ears.

4.1.2 Implementation Issues and Challenges

The challenges of promoting agricultural intensification and diversification using agroecological approaches are never ending. While ERI Fianarantsoa has successfully worked with the Koloharena movement to introduce a wide array of new agricultural practices and institutional arrangements, these are never enough along the 400 km long forest fringes of the Ranomafana – Andringitra corridor. While USAID and the government of Madagascar may complain that “scaling-up” of new agricultural practices is not happening fast enough, deep structural flaws in the agricultural and rural economy continue to hamper the best intentions. Unless rice and other agricultural commodity prices are allowed to rise to parallel international prices, farmers will find no incentives to invest more labor in intensifying agriculture. Since rising international fuel prices are leading to increased costs of fertilizer and transport, Malagasy farmers are finding it increasingly difficult to produce for the market. Instead, they may retreat back into traditional farming practices deleterious to the environment. Similarly, as mentioned above, unless rural transport systems function well, farmers may not be able to ship surplus agricultural products to market. For this reason, ERI nervously monitors the economic status of the FCE railway while noting with alarm that the Port of Manakara is now closed despite the investments of USAID after the cyclones of 2002.

Ultimately, the future of the forest corridor depends on the vibrancy of the adjoining “economic” corridor. Alternatives to slash-and-burn agriculture require considerable investments of labor. Unless this labor is remunerated with greater financial returns, adoption will decline. Thus, ERI Fianarantsoa is seeking to attract cornerstone economic growth stimulators like a few agribusiness firms. Companies like J&J Bioenergy that seek to invest in the FCE railway and rehabilitation of palm plantations for bioenergy sold on the local Malagasy market could be a key catalyst for economic growth in ERI’s strategic zones of intervention. Likewise, by working with various programs to construct micro-hydroelectric power stations converting water from the corridor into low-cost electricity, we hope to stimulate small-scale rural industries and employment. Even though ERI has worked hard on these initiatives for many years, time is running out. Will we see a new FCE? Hydroelectric power in Tolongoina? Private management of palm plantations in Ambila? It’s still too soon to know.

4.2 Toamasina

4.2.1 Perspectives

The remaining fifteen months of field operations of the ERI Program will be comprised of keen concentration, by the technical team, on ensuring a heritage to be left for the benefit of the Koloharena movement. For Module III, this will be an intensified and perennial agricultural system driven by a farmer-to-farmer dynamic. It is expected that this legacy will contribute, eventually, to landscape-level change via adoption of more profitable and environmentally-friendly techniques.

Under Module III’s first concentration area, a particular effort will be devoted to reinforcing the farmer-to-farmer extension system via the rejuvenation and scaling up of Farmer Field Schools (FFS) as well as ensuring the technical competency of farmer extension agents (PAs and PVs) at the level of each KH cooperative. Moreover, in order to improve exploitation of local opportunities, KH associations will be encouraged to present common training requirements leading to common

income generation activities; this will also facilitate organization of commercial activities at the cooperative level via, in particular, the collection and sale of the associations' produce.

ERI Toamasina will also strive to place a particular accent on support to the LADIA Center. This will entail contributing to the Center's reorganization, which will allow it to play the designated role of an effective interface between researchers and small farmers (Koloharena and non Koloharena) as well as being the vehicle for popularizing new and innovative techniques for the benefit of target farmers. To this end, the finalization and implementation of the Center's business plan is essential and will be coupled with efforts to enlarge the range of the Center's technical and financial partners. In addition, ERI Toamasina plans on a final injection of financial support for nine months through September 2008.

The objectives of the Koloharena movement are none other than to improve the standard of living of member households while according maximum respect to the environment – this latter element needed to guarantee harmonious and sustainable development. All of this is not possible without the adoption of an argo-ecological approach. Within this framework, developing and reinforcing ties to research and agricultural development organizations will be emphasized in order to exchange information and experience on proven, improved techniques. An emphasis will be placed on augmenting and regenerating agricultural productivity on hillsides, often a mosaic of degraded fallows and grasslands; this constitutes one of the key tasks of the agro-ecological approach in the zones where the KH cooperatives evolve.

The development of *Jatropha* cultivation will also be accentuated as it constitutes an alternative for the revalorization of deforested spaces across a wide spectrum of mediums. Indeed, *Jatropha* appears to be a resilient plant, able to support variable soil conditions and requiring minimal maintenance. Among other benefits, it helps to regenerate soil fertility in addition to producing multiple-use seeds (e.g., for domestic lighting needs and bio-diesel). The organization of a series of demonstrations on domestic oil use by the means of a suitable press (such as the Bielenberg press) will encourage farmers to expand *Jatropha* plantations.

In this final phase of the ERI Program, consolidating assets and advances of the agro-ecological approach within the framework of the Koloharena, farmer-to-farmer structure is essential to be able to confirm suitable technical packages for each agro-ecological niche – highly variable within the ERI Toamasina intervention zones. These appropriate technical packages will constitute, without any doubt, the proof of the effectiveness of the farmer-to-farmer approach, pioneered singularly by the ERI Program in Madagascar. This important success deserves to be disseminated and communicated to all partners, from field-level collaborators to technical ministries, especially MAEP and MINEEFT.

4.2.2 Implementation Issues and Challenges

We note the following challenges related to the activities planned for the final 15 months of ERI Toamasina:

- 1) Rendering the farmer-to-farmer networks (especially FFS groups and PAs and PVs) sustainable remains a key test; an important ingredient lies in implementation of appropriate strategies and techniques identified and accepted by the KH cooperative members themselves.
- 2) A critical commercialization issue consists of convincing KH association members to sell their products to the cooperatives and for the cooperatives to find the means to offer an alternative to traditional lenders who employ strategies such as "vary maintso" (rice borrowed at exorbitant interest rates during the hungry period) as well as to collect the maximum quantity of local produce.
- 3) In order to achieve its desired impacts, the quest of financial autonomy for the LADIA Center is a challenge that must be met in order to ensure the Center's sustainability.
- 4) Large-scale revalorization of degraded hillsides is a perpetual and highly important issue as this niche represents the vast majority, area-wise, in the forest corridor peripheral zones. This is thus a strategic challenge both for biodiversity conservation and for rural development as a whole.

5) Regarding *Jatropha*, the challenge lies in training farmers to exploit the oil initially for domestic use and to continue, in the medium term, to scale up production for industrial ends.

5 Module IV: Rural Associations Achieve Financial and Organizational Sustainability and Become Effective Advocates for Local Concerns

5.1 Fianarantsoa

5.1.1 Perspectives

The ERI Fianarantsoa program works with a wide array of rural institutions ranging from the Koloharena movement to water and road users associations to federations of forest management groups to coalitions of mayors structured through the OPCI. Where should ERI focus its limited staff and financial resources? Following much internal discussion, our regional program will channel its means into leaving a legacy of a strong Koloharena farmer's movement, a nascent federation of COBA natural resource management groups, and a strong coalition of mayors on the eastern side of the forest corridor capable of working across political boundaries to achieve the development aims of the Madagascar Action Plan. Will this strategy leave in its wake a detritus of defunct rural institutions like AUP road users associations, AUE water users associations, the KASTI fire fighting brigades, the ADI-FCE, the OPCI *Chemin de Fer*...?

The module IV coordinators Tsialoninarivo Rahajary and Suzanne Razanadravao believe strongly that if the priority is placed on helping the Koloharena associations, federations, and regional confederation become central actors in governance structures at various scales, their influence will help to keep other rural institutions alive. A true farmers' movement can exercise power and persuasion in many complex and subtle ways. But, unless the movement succeeds in assuring democratic selection of leadership, transparent financial management, and effective internal, participatory planning and implementation, the movement will come to a quick and silent death. Similarly, a vibrant Koloharena movement must generate financial benefits for its members, be it through the commercial initiatives of a cooperative or the seizing of market opportunities by the membership base. While the Koloharena movement has made unprecedented strides in generating benefit streams for members and setting in place transparent financial management structures, ERI Fianarantsoa must place every last ounce of energy into helping the leadership consolidate these advancements. For this reason, the attached work plan describes many types of activities designed to contribute to good leadership, sound financial management, and opportunistic capturing of new market opportunities.

5.1.2 Implementation Issues and Challenges

The institutional landscape of the ERI Fianarantsoa intervention zones is fettered with numerous rural institutions of varying degrees of efficacy. The challenge is to focus our institutional capacity building efforts during this remaining year of program activities. In light of the many competing solicitations for assistance, ERI will focus its efforts on integrating the Koloharena movement into the complex process of implementing the Madagascar Action Plan. To do this, we must continue to help the Koloharena and the COBA federations integrate themselves into various governance structures destined to implement the MAP. Within an increasingly politicized development sphere, can this be done while assuring the political neutrality of the Koloharena movement? Is there enough time to contribute to the strengthening of the Koloharena within these power structures? Will indeed our institutional capacity building efforts requested by various rural institutions, really leave a lasting mark in a fluid and tumultuous institutional and economic context?

While only time will tell whether the Koloharena movement will become a lasting legacy of USAID interventions along the Fianarantsoa forest corridor, we are confident that we possess the skills and perspectives to help the Koloharena capture new credit opportunities, new commercial ventures, and new linkages with government and project initiatives. Certainly, many opportunities are presented by the creation of new programs like the IFAD PROSPERER project, the new *Centres de Services Agricoles*, new credit opportunities through TIAVO, and new investments by Ripple Fish of Mananjary and Manakara and J&J BioEnergy. As we progressively remove ourselves from the daily

complexities of rural life by relocating our field agents to the Fianarantsoa regional office as a symbolic demonstration of calculated retreat, we will monitor with considerable interest this impact on rural institutions in our strategic zones of intervention. As explained below in the Activity Implementation Fund chapter, we hope that our new strategy of providing services on demand to the Koloharena movement will avoid the crash observed when the previous LDI project closed down and transitioned to the ERI program. While we are guardedly optimistic for the future, we remain extremely concerned about the fragility of the rural transportation system – the driver of the regional and local economy and thus also of the long-term environmental viability of the Ranomafana – Andringitra forest corridor.

5.2 Toamasina

5.2.1 Perspectives

A dynamic and sustainable Koloharena movement: such is the fourth legacy that the ERI Program wants to leave behind after its departure. With this in mind, all actions to be undertaken during the Program's last 15 months of field operations will be focused on two concentration areas: reinforcing the organizational and institutional capacity of the movement, and support for the integration of Koloharena members in priority commercial value chains. These final months of the Program also represent a consolidation phase with respect to the assets or impacts of Koloharena support. Consequently, we will focus on strengthening the structures that are already in place (AKH, CKH, ARKH). An emphasis will be placed on empowering the movement's leaders and on building partnerships with local authorities so that the movement's extension will become a standard reflex.

Solid organizational and institutional capacity is the foundation of the professionalization process for the KH structures. Based on this, we will endeavor to transfer and strengthen skills among the leaders and technicians (PA/PV) of the KH cooperatives and regional branches (ARKH), especially with regards to the cooperative spirit, producing funding and credit requests, and general management. Although the majority of the KH structures are accustomed to producing an AWP each year, efforts will be deployed during the last 15 months of the Program with regard to AWP implementation and ensuring the quality of the results.

An unyielding entrepreneurial spirit among the KH members will guarantee the financial autonomy of the movement as well as its sustainability. Integration in the priority commercial value chains is thus one of the means that will enable the movement to obtain permanent sources of income; consequently, this activity will receive a strong emphasis during the implementation of ERI Toamasina's final work plan. Our actions will thus revolve around supporting KH initiatives to seize market opportunities as well as reinforcing ties to technical and financial partners.

In order to be more effective and contribute to the attainment of the Program's fourth legacy, a strategy change is indicated. Thus, concrete support for CKHs through the realization of profitable economic activities corresponding to their priority value chains will be a critical focus during ERI Toamasina's final campaign; generalized, programmatic contracts with the CKHs will be discontinued. Within this optic, the ARKHs will play an important part, not only in the consolidation of the movement, but also in the realization of lucrative activities. Amongst other elements, this will translate into the reopening or opening of agricultural input centers and strengthening the cooperatives' capacity for extending their range of partnerships and commercial activities.

It should be noted, however, that attaining these ambitious objectives is dependent to a large extent on the quality of the KH leaders and executives. Consequently, we plan on identifying key personnel, especially at the CKH level, and then training them in leadership and organizational management. Moreover, these individuals will receive training in the establishment and implementation of internal audit systems, supported by the ERI Toamasina internal training team.

5.2.2 Implementation Issues and Challenges

The following Module/Legacy IV implementation issues and challenges will certainly be encountered during implementation of ERI Toamasina's final work plan:

- 1) The construction and operationalization of a sales outlet in Toamasina represents a major challenge for the KH movement. While this activity will receive significant support from the ERI team, its difficulty should not be underestimated.
- 2) In general, support for the organizational development of the movement remains a challenge. This is linked to two key contributing factors: a low literacy level among KH members and a dearth of viable leaders.
- 3) Generating sufficient revenue to cover the allowances (*indeminités*) of farmer extension agents also remains a major challenge. This is a critical element for rendering the KH movement sustainable and will largely depend on the success of commercial activities.
- 4) Marketing is another key issue that must be addressed by KH leaders: they must be more effective in identifying commercial partners and in negotiating beneficial contracts.
- 5) Scaling up production and commercial output remains dependent on access to credit. This continues to be a major obstacle for the KH movement, especially in difficult access zones next to the forest corridor where micro-credit outlets do not exist. Establishing internal credit schemes is probably the best strategy for these zones; however, this represents a major, demanding undertaking that is perhaps not feasible during the Program's final 15 months.

6 Module V: Strategic Communication, Education and Outreach Lead to Widespread Behavior Change

6.1 Fianarantsoa

6.1.1 Perspectives

The Module V coordinator Sidonie Rasoarimalala will continue to provide strong guidance to the vibrant communication and environmental education program. ERI Fianarantsoa has come to discover over the years that widespread behavior change is a product not only of effective communication of environmental messages, but also of broader-scale structural factors in the regional and rural economy. In light of our experience in implementing a wide range of education and outreach activities, the next year of consolidation will focus on four themes:

- 1) Reinforce rural radio programming: Rural radio programming by Koloharena communication committees and listening groups has blossomed over the years. ERI will continue to work with the Andrew Lees Projet Radio to provide technical assistance to the Koloharena so that they can continue to work with rural radio stations to provide spots, information briefs, and other programming. Our goal by the end of ERI is that Koloharena associations and federations will provide a steady stream of news and analysis to the network of radios now offering coverage to the forest corridor communities.
- 2) Strengthen communications with the BLU radio system: The BLU radio network of 12 short-wave radios powered by solar panels is a precious and much valued asset by communes and Koloharena. Despite the high cost of OMERT licensing fees, the Koloharena and communes want to continue this overall low-cost system of communication that allows quite effective communication across vast areas not presently served by cell phones. ERI will continue to provide organizational assistance so that the system will remain functional despite our departure. As in the past, ERI will continue to lobby for the expansion of cell phone service to our strategic zones of intervention. Thanks to our interventions, we hope that CELTEL will set up services in Tolongoina and Ikongo and that TELMA will install the CDMA, internet-friendly "Pack TELMA" system and thereby bring rapid communications to this part of the corridor.
- 3) Disseminate existing communication tools: ERI Fianarantsoa possess a rich bank of technical sheets, videos, reports, and posters. The focus of the year will be to facilitate the dissemination of these existing tools to various structures that can use them in future years. The ERI library will be given to the CEDII of Fianarantsoa since this is the biggest and best managed library of the region. Plasticized technical sheets, CDs, and other tools of interest

for farmers will be compiled into booklets that will be deposited at all the *Maisons Koloharena* and some of the new rural libraries. Other electronic documentation will be incorporated into the data bases of the Peace Corps, the telecenter in Ranomafana, and other public venues. This information will similarly be left with USAID Madagascar. But, many valuable lessons remain hidden in the minds of Koloharena farmers and ERI staff and partners. We must continue to generate a new stream of technical documents on agricultural intensification techniques, rural public finance, and other topics. Writer's workshops will be organized with the Koloharena to try to codify some of this valuable information – a process already started in some federations and around some *Maisons Koloharena*.

4) Strengthen environmental reflexes and tools: ERI Fianarantsoa will continue to support the consolidation of environmental information and messages in the many regional and local forums of our respective zones of intervention. Fruits of our efforts are reflected already in the preparation by the Région Vatovavy-Fitovinany of promotional videos describing the environmental, economic and cultural potentiality of the region – documentation derived from ERI and other members of the Ecoregional Alliance! This type of environmental reflex is what we seek to foster through the wide array of institutions we work with at the regional and local scales. Similarly, ERI will continue to help the Koloharena regional confederation market itself at the regional and local level. Undoubtedly, ERI will continue to support from time to time rural festivals and other public gatherings where Koloharena are required to present themselves.

6.1.2 Implementation Issues and Challenges

Compilation and dissemination of information tools takes a considerable investment of staff time and financial resources. ERI Fianarantsoa is obtaining the free services of a Peace Corps volunteer in July and August to help compile and present the various ERI tools and to assure that USAID branding requirements are respected. ERI is similarly obtaining the services of the CEDII through a sub-contract to review and catalogue the documentation that might be of interest to the library. In the next months, much of ERI's documentation center will be progressively transferred over to the CEDII and integrated into the library collection.

ERI Fianarantsoa's highly trained field agents will work closely with the Module V coordinator to assure the implementation of the support activities around the BLU radios and the use of other rural communication tools. Internal office coordination will become increasingly challenging as we try to assure rapid and effective services to the Koloharena and other actors desirous of consolidating the communication and environmental education program.

6.2 Toamasina

6.2.1 Perspectives

The heritage to be completed by Module V is the establishment of a functional rural communication network. From this point of view, we will endeavor to bolster the voice of the rural population with regard to natural resources management and agricultural alternatives to the traditional slash and burn system.

The actions of Module/Legacy V for this last year are centered on several broad objectives; first of all, to set up a rural communication network via the leadership of the ARKHs or regional KH branches. This will be achieved by optimizing the use of message vectors, namely Koloharena members. In the domain of conserving the forest corridor, the planned network will have two pillars. In the first place, the emerging COBA federations will play a critical role, and, secondly the PlaCAZ, whose role and attributions revolve around sustainable land use, good forest governance, and communication, will provide overarching leadership and coordination. These structures will ultimately be strengthened by communication activities and will be better able to defend the greater corridor and safeguard its forests and other natural resources.

The assets of the program must continue to be developed in order to persist after ERI's departure. On one hand, there are a multitude of functional listener groups in the ERI Toamasina intervention

zones who were established via peer training and who have participated in subsequent community exchanges. These groups will be reinforced via the establishment of solid relations with communications partners such as *Radio National Malagasy* (RNM) and regional mass media organizations. On the other hand, and undoubtedly not the least important, we will continue to emphasize the professional development of farmer extension agents (PAs and PVs) who are the initial message vectors and closest to their communities and who thus play a paramount role in the expansion of improved agricultural techniques and alternatives to *tavy*. It is also necessary for us to carry on development of local knowledge acquired via FFS groups and to disseminate results for the benefit of the wider community. Finally, the use of BLU radios, a tool already exploited by the rural population, will be reinforced and made perennial. These thematic aspects are also included in, or support the plans of the other four Modules/Legacies, thus demonstrating the cross-cutting nature of Module V.

6.2.2 Implementation Issues and Challenge

The communication component is transversal and certain planned actions are dependent on results generated by the other Modules. For example, the establishment of functional COBA federations is necessary for the rural communication network. The viability of the PlaCAZ is also indispensable for reinforcing communication assets within the framework of a communication system that ensures good forest governance. Moreover, its strength and recognition constitute indicators of success for achieving forest corridor conservation objectives.

The KH cooperatives need to possess financial resources sufficient to pay operational fees required by the Malagasy Office of Radio and Television Transmission (OMERT). Likewise, the PlaCAZ must also generate revenue by one means or another. Finally, Module V will have to strive to ensure internalizing the communication reflex at the level of local associations and their members. Overall, these are the challenges and implementation issues that we must address going forward through the end of the ERI Toamasina Program.

7 Monitoring and Evaluation

7.1 Fianarantsoa

7.1.1 Perspectives

The USAID evaluation of the performance and monitoring systems of the Rural Development and Natural Resources Office (NRO) suggested that the ERI Performance and Monitoring Plan (PMP) must be revised to be in compliance with regulations and procedures. The ERI Fianarantsoa program is thus obliged to restructure the PMP this fifth and final year despite the danger of losing the wealth of information collected on indicators now no longer viewed as relevant. Several new indicators will also be added on to ERI's PMP. New information collection protocols must thus be prepared and administered. While it is regrettable that considerable investments of time must be made at this late stage in the project to revise the project PMP, we hope that the process will lead to a more robust monitoring system of utility to future USAID projects.

The ERI Fianarantsoa program hopes to use this data base as well as many other sources of quantitative and qualitative information to contribute to the USAID environmental stocktaking exercises. As in past years, this reflective process will also be supported by the *Cahiers de Ménages* carried out with Koloharena farmers to record the trends in agricultural productivity and technological adaptation. In addition, ERI Fianarantsoa is obtaining volunteer services from American and Malagasy graduate students to help document the wide array of results obtained at the local and regional level. A student from the University of Wisconsin Development Studies program will help write-up a series of case studies of ERI's "success" during an internship from August – December, 2008. ERI anticipates receiving assistance from a graduate student from the University of Fianarantsoa's applied mathematics program to help refine and analyze various data bases on the Koloharena movement in ERI's strategic zones of intervention. These sources of information will feed into the preparation and publication of a series of monographs of achievements obtained by the Koloharena farmer's federations and commune level partners. These summaries of

information by federation will become the written record of USAID investments along the Ranomafana – Andringitra corridor. This in turn contributes to broader scale analytical reviews and assessments linked to the stocktaking events.

7.1.2 Implementation Issues and Challenges

The monitoring and evaluation activities of ERI Fianarantsoa will consist of a wide array of activities that look at the past while planning for the future. This will be a bittersweet story. The end of an environmental era is now in sight as we reach the end of the 15-year *Plan d'Action Environnementale*. What was really achieved during this concerted investment of government and donor resources? Great satisfaction might be obtained by recording and analyzing the many achievements of the past, but this may also lead to a collective sense of missed opportunities and major gaps. Looking toward the future may bring optimism, but the unknown future role of USAID in Fianarantsoa brings many uncertainties and questions. In reflecting on the dynamics of the Koloharena movement, the ERI program has reached the phase of passing the baton on to a young and vibrant farmer's movement with many of the characteristics of an adolescent. But, like an aging grandparent, ERI offers wisdom and guidance, but with that sense of, "what if," and "could it have been better....," and, will the young listen to the words of the older?

7.2 Toamasina

7.2.1 Perspectives

Monitoring and evaluation activities will continue to be an integral part of the ERI Toamasina Program. Efforts will continue to strengthen the data collection and updating process so that it becomes a standard, weekly or monthly action and reflex. It is expected that the months of July and August will see a surge in M&E activities in preparation for the Program's annual PMP report. The ERI Toamasina team will also endeavor to hold an M&E review working session in October in order to analyze the PMP results and decide on corrective actions if necessary.

7.2.2 Implementation Issues and Challenges

Two principal challenges can be cited with regards to M&E activities. First of all, we must find an acceptable balance between M&E activities and normal Program implementation activities. It is the latter that will produce the results, impacts and legacies and not the M&E activities in and of themselves. Secondly, the M&E reflex is not yet ingrained among all members of the ERI Toamasina technical team. Consequently, we need to continue to reinforce understanding of the importance of M&E activities, especially the fact that the results of these efforts contribute to corroborating or correcting Program orientations and, thus, ultimately to Program impacts.

8 Activity Implementation Fund

8.1 Fianarantsoa

8.1.1 Perspectives

The Activity Implementation Fund will continue to be the foundation of ERI's presence in rural areas. As in the past, the fund of approximately \$150,000 will be used primarily to administer protocols and sub-contracts with partner organizations. A large part of the budget will be used to sub-contract services with the Koloharena federations who in turn will use the sub-contract to carry out agricultural extension in ERI's zones of intervention. Each module coordinator manages the small remaining sums of the AIF fund for priority activities and initiatives. The fund is very ably managed by M. Haja Guy Randrianariso with supplemental administrative support from Eugénie Andriamahefa.

The ERI Fianarantsoa program will relocate its 6 field agents and house them in the ERI offices. This move is designed to show to rural communities that ERI, and perhaps USAID, are indeed pulling back from a daily presence in rural communities along the forest corridor. The Koloharena,

COBA federations, and other rural institutions built up by the USAID projects ERI, PTE, and LDI must now be on their own. But, the ERI Fianarantsoa program will continue to provide technical inputs on demand through the highly qualified senior staff and field agents located at the Fianarantsoa office. These multidisciplinary teams will respond to clearly expressed demands from the Koloharena farmers' federations for supplemental training, technical assistance, or other services. On a periodic and pre-planned rotation, the technical office staff will journey from one site to another to help provide services, but also monitor and evaluate the performance of its many rural institutional clients during this close-down year.

8.1.2 Implementation Issues and Challenges

As at the end of any conservation and development program, there is never enough funding to do everything that one hopes would unfold during the course of a project! The major challenge for ERI Fianarantsoa is thus to prioritize spending, administer protocols and sub-contracts in a timely fashion, and wrap-up all of the close-down administrative procedures.

For the ERI technical staff, the major challenge will be to balance investments of time in implementation of the remaining project activities at the local level with the pressing demands to participate actively in the USAID stocktaking exercises. Stocktaking will require focused attention to reflect, discuss, and write up peer reviewed journal articles. Yet, pressures will constantly arise to resolve daily implementation issues.

8.2 Toamasina

8.2.1 Perspectives

The Toamasina technical team has already defined a basic plan for the use of AIF funds (approximately \$150,000 for the Program's final period). Details can be found in the last column of the work plan tables. The plan was based on an equitable division of resources among the five Modules/Legacies after allowances had been made for AIF-funded field agents and resources that needed to be allocated to the Antananarivo office.

8.2.2 Implementation Issues and Challenges

Two main implementation issues can be cited in relation to the AIF. First of all, the funds are insufficient. This will likely produce non optimal achievements at the level of several, more recent initiatives, such as the Ampasimadinika CAC, which required higher funding levels during the Program's final phase. Secondly, staff will need to work in a highly efficient manner in order to complete all of the necessary, multiple steps to implement and then close AIF-funded activities. The vast majority of AIF POs and MOUs will be closed by the end of April, 2009. A few activities will continue into May, 2009 and will be closed by the end of this month.

9 Antananarivo Office

9.1 Perspectives

The ERI program is now in its terminal phase. Efforts will thus be focused on consolidating the achievements regarding the legacies, by means of the concentration areas. The ERI National Coordination unit will endeavor to ensure that the program is actually heading to those goals, and will work closely with Regional Coordinators in coaching the teams in this respect. Interventions relative to critical initiatives and themes, such as natural resources management transfer, the Double Green Revolution, and local governance will be maintained, in collaboration with the Alliance members, partners and ministries.

The ERI Antananarivo team will particularly:

- Support the initiative to regroup the COBA associations in platforms, networks or federations. Special attention will be given to ensure a liaison between the SAPM working group and the regional actors in their reflection on the Protected Areas management role of the COBAs as well as their economic viability.
- Support national and regional initiatives in rendering the natural resource management transfer M&E system operational: assistance will be provided to regional teams in their effort to evaluate management transfer contracts, and at the central level to stimulate the *Réseau TGRN*.
- Support the Double Green Revolution in contributing to different working groups initiated by the GOM, promoting specific initiatives such as SRI technologies, the agro-ecological approach, bio-energy initiatives, and the “farmer-to-farmer” extension mechanism which valorizes the Koloharena movement and the LADIA center.
- Support decentralization initiatives by helping to consolidate the CAC system as a central mechanism to improve local governance and development.
- Contribute actively to the USAID SO6 stocktaking process.

9.2 Implementation Issues and Challenges

At the national level, the main challenge will be to promote ERI’s legacies as part of the foundation of rural development in the two ecoregions or landscapes. We believe that the approaches and tools used by the ERI program could contribute greatly to the Double Green Revolution, so we will ensure that achievements and lessons learned from the “farmer-to-farmer” extension mechanism in improving agricultural production, and from the Koloharena cooperatives in catalyzing the commercialization dynamic, are taken into account in strategic documents at the GOM and donor level. The fact is that the decision-making level often has little knowledge of these sorts of adapted and effective field-level approaches.

In the same way, CBNRM will be promoted as a key element needed to sustain new protected area and natural resources management. In addition, achievements and lessons learned from the Communal Support Centers (CAC) and other regional consultation platforms should be valorized in the process of developing and promoting local governance. As additional resources are needed to support these initiatives, efforts will be made to promote the same vision and strategies to respective ministries and their financial and technical partners.

10 Administration

A closedown plan will be submitted in the August/September period. This plan will in effect be our major work plan for the last three months of the project; however, some activities may be completed before this period. The closedown plan will present the exact details related to project termination, including when staff will be let go, when final inventories will be completed and when field offices will be closed.

ANNEX 1: 2008 - 2009 Workplan

ERI Work Plan

May 2008 – May 2009

Activities by Modules, Legacies and Concentration Areas

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
Module 1: Ecoregional approach to conservation and development is adopted and implemented by multiple actors in priority ecoregions					
<i>Legacy 1: Perennial consultation and lobbying structures in place to ensure a good governance of the forest corridors and surrounding territories</i>					
Concentration area 1.1: Support organizationally and institutionally governance structures of the corridors (CMP, PLACAZ...)					
1.1.1 Support the process of establishing perennial governance structures for the forest corridors <i>Appuyer le processus de pérennisation des structures de gouvernance des corridors forestiers</i>	May 08	April 09	<ul style="list-style-type: none"> • At least 2 funding proposals for financial partners • 1 brochure • Vision approved by the PlaCAZ general assembly 	Toamasina: TKE (BER)	AIF: MOUs for a few trips to Tana (USD 500); AIF: protocols or PO for General Assembly, communication tools, exchange visits, crisis response (USD 3,000)
	May 08	April 09	<ul style="list-style-type: none"> • Document clarifying the role of CMP regarding the governance the COFAV protected area • Report on implementation 	Fianarantsoa : VLL, MSF	MOU with partners AIF: POs Missions
Concentration area 1.2: Support intercommunal structures (OPCIs, intercommunal...)					
1.2.1 Reinforce the technical and organizational capacities of commune associations and other inter-communal structures <i>Renforcer les capacités organisationnelles et techniques des</i>	July 08	April 09	<ul style="list-style-type: none"> • AWP produced • 1 administrative and financial procedural manual (for CAC management) • 1 sustainability strategy • 2 inter-communal activities or projects realized 	Toamasina: BER (TKE)	AIF: 2 POs (2 phases) (for a total of ≈ USD 12,000); collaboration : MPRDAT

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
<i>associations des communes et autres structures intercommunales</i>	May 08	Apr 09	<ul style="list-style-type: none"> • Training on organizational and institutional development for inter-communal structures • Documents : training reports • 2 financial audits • Exchange visits 	Fianarantsoa: TRR	MOU with partners AIF : POs Missions
1.2.2 Support partnership development and financial sustainability of commune associations and other inter-communal structures	July 08	April 09	<ul style="list-style-type: none"> • 1 training on negotiation techniques • 1 sourcebook of technical and financial partners • 1 additional platform or inter-communal structure contacted • 1 partnership agreement 	Toamasina: BER(TKE)	AIF: MOUs (USD 1,000)
<i>Appuyer le développement de partenariats et la pérennisation financière des associations des communes et autres structures intercommunales</i>	May 08	April 09	<ul style="list-style-type: none"> • Solicitations and requests for technical and financial collaboration • MOUs with private sector and donors • Table ronde avec les partenaires techniques et financiers 	Fianarantsoa: TRR	MOU with partners AIF : POs Missions
Concentration area 1.3: Support actions to promote the forest corridors					
1.3.1 Promote ecoregional conservation and development visions	April 08	Feb 09	<ul style="list-style-type: none"> • Updated vision • Finalized Document/paper on ecoregional approach • Tools for communication campaign: at least 1 PowerPoint presentation, 1 radio spot, 1 map 	Toamasina: TKE (BER)	AIF: PO for the communication campaign (USD 4,000)
<i>Promouvoir les visions écorégionales de conservation et de développement</i>	May 08	April 09	<ul style="list-style-type: none"> • Participations to regional and national forums on territorial management • Study tours, seminars and other opportunities to promote the eco-regional vision 	Fianarantsoa: MSF, HGR, VLL	MOU with partners AIF : POs Missions
1.3.2 Support the process of establishing and rendering functional the new Protected Areas	April 08	May 09	<ul style="list-style-type: none"> • 1 management plan for the new CAZ PA • 1 approved organigram and framework document for the governance and management of the new CAZ PA 	Toamasina: TKE (MAR)	Collaboration: Miaro/CI
<i>Appuyer le processus d'établissement et de fonctionnement des Nouvelles</i>					

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
<i>Aires Protégées</i>	May 08	April 09	<ul style="list-style-type: none"> • Reports on active participation within the « Comité Technique » of SAPM • Public consultation in intervention Communes 	Fianarantsoa: VLL, HGR, MSF	MOU with partners AIF : POs Missions
1.3.3 Promote improved knowledge of the forest corridors	April 08	Nov 08	<ul style="list-style-type: none"> • Finalized Trek concept • Trek film 	Toamasina: TKE (BER)	AIF: MOUs for trek reconnaissance, participation, film (USD 1,500)
<i>Promouvoir une meilleure connaissance des corridors forestiers</i>	May 08	April 09	<ul style="list-style-type: none"> • Articles and case studies as results of an active participation in USAID Stocktaking process • Documents presenting ecological and economical situation of the COFAV 	Fianarantsoa: MSF and ERI regional team	MOU with partners AIF : POs Missions
1.3.4 Promote spatial planning tools	May 08	April 09	<ul style="list-style-type: none"> • Monograph of Communes as a product of Development Pathways and Appreciative Inquiry tools • Communal maps and development priorities around COFAV protected area 	Fianarantsoa: VLL, MSF, TRR	MOU with partners AIF : POs Pact sub-contract Missions
<i>Promouvoir l'adoption des outils de planification spatiale</i>	May 08	April 09	<ul style="list-style-type: none"> • 6 Alliance meetings 	Toamasina: TKE	Active participation of USAID Alliance members
1.3.5 Facilitate coordination, communication and environmental initiatives among partners at local, regional and national scales	May 08	June 09	<ul style="list-style-type: none"> • Alliance monthly meetings • Final report on Alliance achievements • Reports on environmental activities initiated by regional actors (Region, DREEFT etc...) 	Fianarantsoa: MSF, VLL et SRS	MOU with partners AIF : POs Missions
<i>Faciliter la coordination, la communication, et les initiatives environnementales des partenaires à l'échelle locale, régionale, et nationale</i>	May 08	June 09			

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
Module 2: Community-based management of natural resources is improved and expands to protect the forest corridor					
<i>Legacy 2: Community based NR management regimes in place within the new protected areas system</i>					
Concentration area 2.1: Support federations of COBA towards a co-management perspective of the new protected areas					
2.1.1 Establish and render operational the COBA Federations <i>Mettre en place et opérationnaliser les Fédérations de COBA</i>	Mar 08	Mar 09	<ul style="list-style-type: none"> Established COBA Federations and Confederation Federation and Confederation General Assembly reports 	Toamasina: MAR (FAR and TKE)	AIF: USD 10,000; Node funds (if available)
	May 08	Mar 09	<ul style="list-style-type: none"> Established COBA federations and confederation Federation and Confederation General Assembly reports FCOBA training reports FCOBA workplan 	Fianarantsoa: VLL, SZR	MOU with partners AIF : POs Missions
2.1.2 Integrate the COBA Federations in the governance and management of the new PAs <i>Intégrer les FCOBA dans la gouvernance et la gestion des NAP</i>	May 08	Mar 09	<ul style="list-style-type: none"> Map and management plan of the new CAZ PA consolidating management transfers 	Toamasina: MAR (TKE)	
	May 08	Mar 09	<ul style="list-style-type: none"> FCOBA Terms of reference in the COFAV management Map and management plan of the new COFAV PA 	Fianarantsoa: VLL	MOU with partners AIF: POs Missions
Concentration area 2.2: Support the renewal of the management transfer contracts and the COBAs					
2.2.1 Support the evaluation en renewal of expired management transfer contracts with the Waters and Forests Service <i>Appuyer l'évaluation et le renouvellement des contrats des TdG</i>	May 08	Mar 09	<ul style="list-style-type: none"> Evaluated management transfer contracts Renewed and signed Contracts 	Toamasina: MAR (TKE)	AIF: USD 3,000; collaboration: Waters and Forests Service, Jariala, Service Providers
	May 08	Mar 09	<ul style="list-style-type: none"> Evaluated management transfer contracts Report and articles on management transfer policies 	Fianarantsoa: VLL	MOU with partners AIF : POs Missions

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
<i>à terme avec le service des Eaux et Forêts</i>			<ul style="list-style-type: none"> Renewed and signed contracts MOU with DREEFT 		
2.2.2 Support the establishment and implementation of forest management contracts in the CAZ and COFAV <i>Appuyer la mise en place et mis en œuvre de TdG des ressources forestières dans le CAZ et le COFAV</i>	May 08	Mar 09	<ul style="list-style-type: none"> Established Associations and signed contracts Trained and strengthened Associations Reports on AWP implementation or value chain implementation COBA reports on forest surveillance 	Toamasina: MAR	AIF: USD 8,000; Node funds; collaboration: Waters and Forests Service and Service Providers
	May 08	Mar 09	<ul style="list-style-type: none"> Established Associations and signed contracts Trained and strengthened Associations Reports on AWP implementation or value chain implementation COBA reports on forest surveillance 	Fianarantsoa: VLL	MOU with partners AIF : POs Missions
Concentration area 2.3: Reinforce the economic valorization of natural resources (eco-tourism, carbon credit, rural electrification, forest nursery, water, protected areas foundation...)					
2.3.1 Strengthen and implement economic valorization activities in the COBA management plans	May 08	Mar 09	<ul style="list-style-type: none"> Reports on management plan economic activities 	Toamasina: MAR (avec TKE)	AIF: USD 1,500; Node funds
<i>Renforcer et mettre en œuvre les activités de valorisation économique dans le PAGS des COBA</i>	May 08	Mar 09	<ul style="list-style-type: none"> Reports on management plan economic activities Reports on valorized products 	Fianarantsoa: VLL, SZR	MOU with partners AIF : POs Missions
2.3.2 Facilitate relations between COBA associations and Federations and technical and financial partners working in the environmental and development sectors	May 08	Jun 09	<ul style="list-style-type: none"> Signed MOUs or contracts between COBAs and technical partners 	Toamasina: MAR (FAR, Ony)	Collaboration with technical partners (e.g., carbon credit partners, PA Foundation, JariAla [timber value chain], Miaro, Waters and Forests Service, Tany Meva, MCA, PSDR, etc.)
<i>Mettre en relation les COBA et FCOBA avec les partenaires techniques et financiers œuvrant dans le domaine de l'environnement et du développement</i>	May 08	Jun 09	<ul style="list-style-type: none"> Signed MOUs or contracts between COBAs and technical partners Reports on collaboration with technical partners (carbon credit, PA foundation, 	Fianarantsoa: VLL	MOU with partners AIF : POs Trainee to compile « success stories »

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
			timber value chain with JARIALA, Miaro, Eaux et Forêts, TANY MEVA, MCA, PSDR...)		

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
Module 3: Profitable and environmentally sound farming systems replace slash and burn agriculture at a landscape scale					
Legacy 3: Agricultural intensification and diversification promulgated by a Dynamic “farmer-to-farmer” extension system					
Concentration area 3.1: Reinforce the « farmer-to-farmer » extension system					
3.1.1 Strengthen, render operational and expand the farmer-to-farmer approach and the Koloharena (KH) houses <i>Renforcer et étendre l’opérationnalisation de l’approche « Farmer to farmer », Farmer Field School et Maison KH</i>	May 08	Apr 09	<ul style="list-style-type: none"> Established KH houses Established and functional FFS groups Produced technical flyers 	Toamasina: ERR (FAR, GRK)	M3 Assistant, FFS Agents and Facilitators, KH Homologs and Cooperative Board of Directors; AIF POs and MOUs (USD 26,000)
	May 08	Mar 09	<ul style="list-style-type: none"> Documentation on KH houses Map showing FFS and KH Houses Workshop on FKH capitalization Technical flyers on FFS and innovative techniques Report: strategic document on Farmer-to-Farmer approach 	Fianarantsoa: JAR, EVN, SRS	MOU with partners AIF : POs Trainee to compile « success stories »
3.1.2 Strengthen the farmer extension agent (PV/PA) system <i>Renforcer le système Paysans Vulgarisateurs (PV) - Paysans Animateurs (PA)</i>	May 08	Dec 08	<ul style="list-style-type: none"> Refresher courses for PA/PV Completed Exchange visits Evaluated and certified PA/PV 	Toamasina: ERR (FAR, GRK)	DRDR Agents, Field Agents, PA/PV; AIF: MOUs (USD 1,000)
	May 08	Mar 09	<ul style="list-style-type: none"> Refresher courses Exchange visits PA/PV evaluation and certification Meetings with CSAs 	Fianarantsoa: JAR-EVN-SZR	MOU with partners AIF: POs Trainee to compile « success stories »
3.1.3 Strengthen demand-driven KH training system <i>Renforcer le système de formation à la demande des KH</i>	May 08	Dec 08	<ul style="list-style-type: none"> Refresher courses for field agents Training sessions by internal training group Organized Visits between field agents 	Toamasina: ERR (FAR, GRK)	Internal training group; AIF: MOUs (USD 500)
	May 08	Mar 09	<ul style="list-style-type: none"> Training reports Publications: brochures and technical pamphlets Workshops : Consultative meetings 	Fianarantsoa: JAR	MOU with partners AIF: POs Trainee to compile « success stories »

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
			with partners and technical resource persons <ul style="list-style-type: none"> • Training : Module Training for extension staff, and others • Study tours : Missions exploring new technical options 		
3.1.4 Strengthen the LADIA center and its links with KH houses <i>Renforcer le centre Ladia et ses liens avec les Maisons Koloharena</i>	May 08	Aug 08	<ul style="list-style-type: none"> • Steering committee meetings • Approved Business plan • Exchange visits between LADIA and KH houses 	Toamasina: FAR (ERR, LAR)	Steering committee, Board of Directors of Tongalaza Cooperative, micro-finance institutions; AIF: POs and MOUs (USD 6,000)
	May 08	Mar 09	<ul style="list-style-type: none"> • Collaboration agreement between FKH and LADIA • Meetings and workshops of exchange with KADIA • Publication: flyers 	Fianarantsoa: JAR, EVN	MOU with partners AIF: POs
Concentration area 3.2: Promote diversified agro-ecological approach					
3.2.1 Develop and reinforce links with agricultural research and development institutions <i>Développer et renforcer les liens avec les instituts de recherches et de développement agricole</i>	May 08	Apr 09	<ul style="list-style-type: none"> • Minutes or reports from meetings or exchange visits with research and development institutions • Documents on the evolution of new and/or innovative techniques 	Toamasina: ERR (TKE, JSR, Ony)	ERI Antananarivo; AIF: MOUs (USD 500)
	May 08	Mar 09	<ul style="list-style-type: none"> • Protocols : Agreements with research institutions • Reports : Research studies, and theses • Demonstrations : Test and demonstration plots with Koloharena 	Fianarantsoa: JAR, MSF	MOU with partners (FOFIFA) AIF: POs
3.2.2 Facilitate improved agricultural production and regeneration on Tanety (hillsides) <i>Faciliter l'amélioration de la productivité Agricole et la régénération des Tanety</i>	May 08	Apr 09	<ul style="list-style-type: none"> • Report on "tavy bôka" training for field agents • Report on exchanges on SCV (direct seeding in vegetative cover) • Field agent reports on adoption of new techniques • Documents on integrated village territory management plans 	Toamasina : ERR (MAR)	Field Agents, PA/PV, KH Cooperative Boards of Directors, KH association model farmers; AIF: MOUs (USD 5,000)

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
	May 08	Mar 09	<ul style="list-style-type: none"> • Number of adoptants and Ha • Demonstration plots • Reports : strategic document • Publications: brochures and technical pamphlets • Workshops : Consultative meetings with partners and technical resource persons • Training : Module Training for Kh, extension staff FKH , and others • Study tours : Missions exploring new technical options • Evaluation: Assessment of increased productivity and scale of interventions 	Fianarantsoa: JAR and field agents	MOU with partners AIF: Pos Trainee to compile « success stories »
<p>3.2.3 Facilitate improved agricultural production and regeneration on home garden</p> <p><i>Faciliter l'amélioration de la productivité Agricole des cultures de cases (kimbohitra)</i></p>	May 08	Mar 09	<ul style="list-style-type: none"> • Adoptants and Number of Ha • Demonstration plots • Reports : strategic document • Publications: brochures and technical pamphlets • Workshops : Consultative meetings with partners and technical resource persons • Training : Module Training for Kh, extension staff FKH , and others • Study tours : Missions exploring new technical options • Evaluation: Assessment of increased productivity and scale of interventions 	Fianarantsoa: JAR and field agents	MOU with partners AIF: Pos Trainee to compile « success stories »
<p>3.2.4 Facilitate improved agricultural production and regeneration on baiboho</p> <p><i>Faciliter l'amélioration de la productivité Agricole des baiboho</i></p>	May 08	Mar 09	<ul style="list-style-type: none"> • Number of adoptants and Ha • Demonstration plots • Reports : strategic document • Publications: brochures and technical pamphlets • Workshops : Consultative meetings with partners and technical resource persons • Training : Module Training for Kh, 	Fianarantsoa: JAR and field agents	MOU with partners AIF: Pos Trainee to compile « success stories »

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
			<ul style="list-style-type: none"> extension staff FKH , and others • Study tours : Missions exploring new technical options • Evaluation: Assessment of increased productivity and scale of interventions 		
<p>3.2.5 Facilitate improved agricultural production and regeneration on rice fields</p> <p><i>Faciliter l'amélioration de la productivité Agricole des Bas fonds.</i></p>	May 08	Mar 09	<ul style="list-style-type: none"> • Number of adoptants and Ha • Demonstration plots • Reports : strategic document • Publications: brochures and technical pamphlets • Workshops : Consultative meetings with partners and technical resource persons • Training : Module Training for KH, extension staff FKH , and others • Study tours : Missions exploring new technical options • Evaluation: Assessment of increased productivity and scale of interventions 	Fianarantsoa: JAR and field agents	MOU with partners AIF: Pos Trainee to compile « success stories »
<p>3.2.6 Promote technologies for conserving and transforming agricultural products</p> <p><i>Promouvoir les technologies de conservation et de transformation des produits agricoles</i></p>	May 08	Dec 08	<ul style="list-style-type: none"> • Reports on demonstration of domestic uses of Jatropha oil • List of farmers adopting Jatropha value chain development techniques 	Toamasina: ERR (FAR, LAR)	Field Agents, PA/PV, Regional KH branches, KH Cooperative Boards of Directors; AIF: MOUs (<u>USD 1,000</u>)
	May 08	Mars 09	<ul style="list-style-type: none"> • Training : Module Training for Kh, extension staff, Fkh, and others • Exchange Visits • Study tours : Missions exploring new technical options • Publications: brochures and technical pamphlets 	Fianarantsoa: JAR, EVN and field agents	MOU with partners AIF: Pos Trainee to compile « success stories »
<p>3.2.7 Consolidate technical agroecological results and impacts</p> <p><i>Consolider les acquis des techniques agroécologiques</i></p>	Apr 08	Nov 08	<ul style="list-style-type: none"> • Exchange visits between the ecoregions • Summary documents on agroecological techniques • Technical packages for ecoregional zones (flyers, trainings...) 	Toamasina: ERR (Anicet)	Field Agents, PA/PV/PM, DRDR Agents; AIF: MOUs (<u>USD 2,000</u>)

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
	May 08	Mar 09	<ul style="list-style-type: none"> • Technical packages for ecoregional zones (flyers, trainings...) • Exchange visits • Training : Training modules on technical topics • Evaluation: Periodic evaluations carried out with Koloharena federations • Study tours, field trips for PA and PV • Training: manual on agro-ecological techniques • Workshops : Validation on agro-ecological strategy with FKH • Reports : Research studies, and theses • Demonstrations : Test and demonstration plots with Koloharena 	Fianarantsoa: JAR and field agents	MOU with partners AIF: POs Trainee to compile « success stories »
3.2.8 Support rehabilitation of rural infrastructures <i>Appuyer la réhabilitation des infrastructures rurales</i>	May 08	Mar 09	<ul style="list-style-type: none"> • Protocol agreements developed with partners • Workshops: Strategies and activities negotiated and monitored with Koloharena • Documents on fundraising strategy • Training for AUE and AUP 	Fianarantsoa: JAR-MSF-HGR	MOU with partners AIF: POs Trainee to compile « success stories »
3.2.9. Support small agricultural equipment <i>Promouvoir et diffuser la petite mécanisation agricole</i>	May 08	Mar 09	<ul style="list-style-type: none"> • Training on equipment utilization • Protocol and manual on equipment management 	Fianarantsoa: EVN	MOU with partners AIF: POs Trainee to compile « success stories »

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
Module 4: Rural associations and Communes achieve financial and organizational sustainability and become affective advocates for local concerns					
Legacy 4: A perennial and dynamic Koloharena Movement					
Concentration area 4.1: Reinforce organizational and institutional capacity of the Koloharena Movement					
4.1.1 Reinforce the financial management capacity of Koloharena structures <i>Renforcer la capacité de gestion financière des structures Koloharena</i>	May 08	Apr 08	<ul style="list-style-type: none"> • Training for cooperative executives in management and organization • Documents on administrative procedure manuals, SOWs for personnel, monthly activity reports, general assembly minutes, audit reports, 	Toamasina: FAR (GRK, CLR)	Internal training group; AIF: MOUs (USD 4,000)
	May 08	Mar 09	<ul style="list-style-type: none"> • Approved administrative manuals for FKH and CKH • 2 internal audits • Reports on annual assessment • Exchange visits 	Fianarantsoa: TRR, EVN, SZR	MOU with partners AIF: POs
4.1.2 Support the organizational development of the Koloharena movement <i>Appuyer le développement organisationnel du mouvement Koloharena</i>	May 08	May 08	<ul style="list-style-type: none"> • Trainings on organizational methods for executives and technicians of new KH cooperatives and associations • Documents: AWP, self-evaluation reports, implementation reports 	Toamasina: FAR (GRK, CLR)	PA/PV/PM, KH Cooperative Homologs, field agents, internal training group; AIF: MOUs (USD 1,000)
	May 08	Apr 09	<ul style="list-style-type: none"> • Trainings on organizational methods • Document: description of FKH and CKH • Official documents for new structures • Exchange visits • Koloharena events 	Fianarantsoa: TRR, SZR, and field agents	MOU with partners AIF: POs Trainee to compile « success stories »
4.1.3 <i>Soutenir l'intégration du mouvement KH dans les structures de</i>	May 08	Apr 09	<ul style="list-style-type: none"> • FKH workplan integrated into Kaominina Mendrika objectives • Letter of recognition of KH contribution from Communes 	Fianarantsoa: TRR - SZR – Agents Techniques ERI	MOU with partners AIF: POs Trainee to compile « success stories »

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
<i>gouvernance locale</i>					
Concentration area 4.2: Reinforce the integration of the Koloharena Movement into priority commercial commodity chains					
4.2.1 Support Koloharena initiatives to seize market opportunities <i>Appuyer les initiatives des Koloharena pour saisir les opportunités du marché</i>	May 08	May 09	<ul style="list-style-type: none"> Established Funding proposals or dossiers Signed Contracts KH Cooperative financial reports 	Toamasina : FAR (GRK, CLR)	Regional KH branches, KH Cooperatives; AIF: POs and MOUs (USD 7,000)
	May 08	Apr 09	<ul style="list-style-type: none"> Disseminated information on markets Letter of solicitation and signed collaboration contracts Prospection visits 	Fianarantsoa : EVN, SZR, and field agents	MOU with partners AIF: POs Trainee to compile « success stories »
4.2.2 Strengthen links between KH structures and technical and financial partners <i>Renforcer les liens entre les Koloharena et les partenaires techniques et financiers</i>	May 08	Apr 09	<ul style="list-style-type: none"> Reports on meetings, workshops and round tables Summary document on potential partners 	Toamasina : FAR (ERR, LAR)	Regional KH branches, KH Cooperatives; AIF: POs, MOUs (USD 1,000)
	May 08	Apr 09	<ul style="list-style-type: none"> Reports on meetings, trainings, workshops and round tables on project management and micro-credit Letter of solicitation and signed collaboration contracts 	Fianarantsoa: EVN and field agents	MOU with partners AIF: POs Trainee to compile « success stories »
4.2.3 Support KH cooperatives, regional KH branches and the KH confederation in the search for financial sustainability <i>Appuyer les coopératives, les fédérations, les ARKH, et la CNKH dans la recherche de pérennisation financière</i>	May 08	Apr 09	<ul style="list-style-type: none"> Training on simplified management principles and cost/benefit analysis and producing funding proposals for KH executives Official document on sales point establishment Signed Collaboration contracts 	Toamasina : FAR (ERR, LAR)	AIF: POs (USD 9,000)
	May 08	Apr 09	<ul style="list-style-type: none"> Official documents on sales point establishment CKH Business plans Document on internal resource mobilization strategy 	Fianarantsoa: EVN, SZR	MOU with partners AIF: POs Trainee to compile « success stories »

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
Module 5: Strategic communication, education and outreach lead to widespread behavior change					
Legacy 5: Effective and sustainable rural communication in place					
Concentration area 5.1: Document and disseminate ERI lessons learned and best practices					
5.1.1 Detect, collect and document ERI's best environmental and agricultural practices	May 08	Dec 08	<ul style="list-style-type: none"> User-friendly FFS results and technical flyers distributed to farmers 	Toamasina: CLR (GRK, field and FFS agents, KH cooperatives)	Operational budget for producing flyers and results for distribution
<i>Recenser, collecter et documenter les meilleures pratiques environnementales et agricoles de ERI</i>	May 08	Apr 09	<ul style="list-style-type: none"> List of existing documents and tools Updated documents and tools distributed to partners 	Fianarantsoa: SRS and field agents	MOU with partners AIF: POs Trainee to compile « success stories »
5.1.2 Share and disseminate tools, results and impacts on best practices	May 08	Aug 08	<ul style="list-style-type: none"> 4 series of technical flyers and flip cards distributed to KH Cooperatives 	Toamasina: CLR (GRK, ERR, MAR)	AIF: POs and MOUs (USD 8,000)
<i>Partager et diffuser les outils et les acquis sur les meilleures pratiques</i>	May 08	Apr 09	<ul style="list-style-type: none"> List of distributed documents Utilization manuals 	Fianarantsoa: SRS and field agents	MOU with partners AIF: POs Trainee to compile « success stories »
Concentration area 5.2: Reinforce the use of local communication tools and means					
5.2.1 Reinforce the use of communication vectors (normal radio, BLU radios, PV/PA, KH houses, TIC, etc.)	May 08	Feb 09	<ul style="list-style-type: none"> Communication agreement between the regional KH branches and KH cooperatives Contract between regional KH branches and OMERT Working agreement between RNM and rural communities (including listener groups) 	Toamasina: GRK (CLR)	Collaboration: RNM, Regional KH branches, COBA associations and Federations, listener groups; AIF: POs, MOUs (USD 12,000)
<i>Renforcer l'utilisation des vecteurs de communication (radio, BLU, PV/PA, Maison KH, TIC...)</i>					

Activities	Start Date	End Date	Outputs	Responsibility	Resources Required
	May 08	Apr 09	<ul style="list-style-type: none"> Working agreement with radio stations Reports on KH houses activities (listening group, meetings...) User's manual and planning for BLU Transfer contracts of BLU from OMERT 	FIA: SRS, SZR et Fédérations Koloharena	MOU with partners AIF: Pos
5.2.2 Catalyze the use of communication tools by rural communities	Jun 08	Mar 09	<ul style="list-style-type: none"> Training report on BLU use for 10 KH cooperatives and 2 regional KH branches 	Toamasina : GRK (CLR, Field Agents)	Collaboration: KH Cooperatives, Regional KH branches, OMERT; materials: BLU radios
<i>Catalyser l'utilisation des outils de communication par les communautés rurales</i>	May 08	Apr 09	<ul style="list-style-type: none"> Broadcasted programs Reports on BLU use Internal KH communication strategy 	Fianarantsoa: SRS, SZR	MOU with partners AIF: POs Trainee to compile « success stories »
Concentration area 5.3: Support ARKH, CMP, PLACAZ, and federations of COBA to take and ensure rural communication leadership					
5.3.1 Strengthen the capacity of regional actors regarding the development and utilization of communication means	May 08	Mar 09	<ul style="list-style-type: none"> Contract between Radio DIDY, RAA Beforona and other corridor radio stations and PlaCAZ Communication agreement between PlaCAZ and COBA Federations signed Report on environmental radio emissions initiated by PlaCAZ 	Toamasina : GRK (CLR)	Collaboration: PlaCAZ, COBA Federations, RNM, Didy Rural Commune, RAA-LADIA; AIF: MOUs (USD 2,000)
<i>Renforcer la capacité des acteurs régionaux dans le développement et l'utilisation des moyens de communication</i>	May 08	Apr 09	<ul style="list-style-type: none"> Training reports Produced communication tools List of elaborated information and messages 	Fianarantsoa: SRS, SZR	MOU with partners AIF: POs Trainee to compile « success stories »
5.3.2 Support initiatives to market knowledge about rural organizations and participation in events (festivals, open houses...)	May 08	Apr 09	<ul style="list-style-type: none"> Collaboration agreement with partners List of supported events 	Fianarantsoa: SRS, SZR	MOU with partners AIF: POs Trainee to compile « success stories »
<i>Soutenir les initiatives pour faire connaître les organisations rurales et leur participation à différents événements (foires, portes ouvertes...)</i>					

