

IMPLEMENTATION COMPLETION MEMORANDUM (ICM)

Revised Template version May 2007

A. BASIC TRUST FUND INFORMATION

Most basic information should be automatically linked to SAP TF Master Data and IBTF

TF Name: Improving Management of NGO and Privately Owned nature Reserves and High Biodiversity Islands in Seychelles.

TF Number: TF053077

Task Team Leader Name/TF Managing Unit: Bienvenu Rajaonson

TF Amount (*as committed by donors*): \$ 814,000

Recipient of TF funds (*Bank/Recipient, if Recipient state name of recipient government and implementing agency*): Nature Seychelles

Type of TF (*Free-standing/ programmatic/ new TF for an ongoing program*):

Single/Multi Donor: Multi Donor

Donor(s) Name(s): Multi Donor (GEF)

TF Program Source Code: TF020396 (Parent code)

Purpose of TF (*Co-financing/Investment financing/ Debt Service/ Advisory Activities-Bank/Advisory Activities-Recipient, etc*): Advisory Activities - Bank

TF Approval/IBTF Clearance Date: October 3, 2002

TF Activation Date: January 26, 2004

TF Closing Date(s): December 31, 2007

Date of ICM Submission to TFO: October 21, 2008

Cost and Financing Table:

Co financier	Original	Actual
GEF	\$814,000	\$814,000
IBRD/IDA		
Nature Seychelles	\$783,500	\$943,700
**Aride Island	\$115,000	
Cousine Island	\$176,200	\$115,000

** The third Partner from Aride Island drew from the project in 2004

Financing Table (All figures in US\$)

	Original Allocation	Mid-term Review Allocation	Disbursements	Counter-part	Nature Seychelles	Cousine Island Ltd
Works	110,000	271,500	271,500	441,500	441,500	
Goods	283,500	122,000	122,000	154,000	101,500	52,500

Services	292,000	292,000	292,000	347,500	284,000	47,500
Operating costs	128,500	128,500	128,500	131,700	116,700	15,000
Total	814,000	814,000	814,000	1,074,700	943,700	115,000

The total pledged funding in project design for an amount of \$1,074,700 remained the same as the contribution from Aride Island has been compensated by Nature Seychelles in increasing its counterpart funding from \$783,500 to \$943,700.

Then, on May 15, 2005, Nature Seychelles requested a reallocation of the funds which have been foreseen in the initial budget in order to support the construction of Praslin Management and Resource centre. Category I has been increased from \$110,000 to \$271,500. Then, Category II has been reduced from \$283,500 to \$122,000. Other categories have remained unchanged. So, part of funds from Category II has been reallocated to Category I in order to cover the adjusted cost of the Praslin Management and Resource centre.

Rating Summary

Category	Rating
Overall TF Outcome	Satisfactory
Overall Risk to Development Outcome	Satisfactory
Bank Performance	Satisfactory
Recipient Performance	Satisfactory

B. TRUST FUND DEVELOPMENT OBJECTIVES AND DESIGN

1. Original (and Revised) Trust Fund Development Objectives

Provide original statement of objectives from the approved/cleared IBTF. If original objectives have been changed, explain the timing and nature of the revisions, their justification and approval authority given.

The Goal of the project is to improve management of biodiversity-rich islands owned by civil society organizations and to ensure that previous work by these organizations is not compromised, by installing a shared multi-pronged program framework and infrastructure for enhanced and sustainable conservation, financing and use of biodiversity.

2. Original (and Revised) Trust Fund Activities/Components

Provide original activities/components to be financed by the Trust Fund. If original activities/components have been changed, identify them, and explain the nature of the revisions, their justification and approving authority.

Project Components	Output Indicators
<u>1. Small Island Ecosystem Management</u>	

1. A. Improved management of terrestrial and marine habitats and important species	<ul style="list-style-type: none"> • 25 new or improved programs for management of sites, species, habitats • Threat levels of minimum 2 IUCN red-listed species reduced • Five native species newly established • Four alien species controlled or removed • Restoration of floral and wetland habitats underway • Environmentally friendly waste disposal in place • Poaching incidents reduced by 50% • Tourism revenues increased on Aride and Cousin by minimum 10%
1. B. Establish collaborative management and resource center on Praslin	<ul style="list-style-type: none"> • New decision making structure for island conservation • Center in Praslin built to agreed specification and fully operational • Minimum of 20,000 visitors to center in third year • Minimum of 1000 schoolchildren visitors in third year
1. C. Institutional strengthening	<ul style="list-style-type: none"> • Legal conservation status for Cousine • At least one island achieves ISO certification • NGO headquarters in Mahe built • Registered Association in Seychelles to facilitate partnership
1. D. Capacity building and training	<ul style="list-style-type: none"> • 15 local staff on key programs
1. E. Project Management and Administration	<ul style="list-style-type: none"> • Project accounts managed properly
<u>2. Public Education and Advocacy</u>	
2. A. Develop biodiversity awareness and advocacy programs	<ul style="list-style-type: none"> • Materials developed and introduced within National Curriculum • 10 lectures/seminars/workshops
2. B. Establish community outreach, partnership and stakeholder participation program	<ul style="list-style-type: none"> • 3-island reports on biodiversity monitoring and management produced annually plus annually 2 peer-reviewed papers • At least one new partner joins program • 10 scientist weeks in Island Conservation Center

At negotiation stage of the project, the management authority of Aride Island, one of the original partners of the project, has changed from RSNC (UK) to Island Conservation Society (Seychelles - ICS), a new NGO. Unfortunately, ICS did pull out of the project after the signing of the Letter of Agreement through an official letter sent to the Ministry of Foreign Affairs. Nevertheless, no changes had been made on project outputs and outcomes except on the number of islands (see tables 2 above and 3 below). Indeed, project components and activities would always have an impact on the development of conservation, tourism activities as well as public education with regard to Aride Island because the three islands are close to each other and share similar and sensitive ecosystem and associated activities and problems. In addition, they are adjacent to Praslin where the education center is expected to be built and to support their respective activities.

3. Outcome Indicators

*Provide original performance benchmarks to be measured in the assessment of outcome
If none were established, explain why not.*

Outcomes: ○ Improvement in status of globally threatened	Original: ○ Globally threatened biodiversity in general secure on all three islands	Actual: ○ Globally threatened biodiversity in general secure on all two islands
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<ul style="list-style-type: none"> ○ biodiversity ○ Sustainable capacity developed by civil society organizations in Seychelles to reduce adverse impacts on island ecosystems ○ Collaborative and long-term conservation programs for small islands in Seychelles ○ Replicable regional/international model for biodiversity conservation 	<ul style="list-style-type: none"> ○ Increase in population of at least 7 species ○ Partnership activities successfully undertaken by Cousin, Aride and Cousine islands through establishment of a systems plan ○ Collaborative model extended to at least one other island ○ Direct employment of 5 Seychellois staff in conservation and awareness programs by year 3 and employment of further 5 staff in administrative and other duties at the end of the project 	<ul style="list-style-type: none"> ○ Increase in population of at least 7 species ○ Partnership activities successfully undertaken by Cousin and Cousine islands through establishment of a systems plan ○ Collaborative model extended to at least one other island ○ Direct employment of 5 Seychellois staff in conservation and awareness programs by year 3 and employment of further 5 staff in administrative and other duties at the end of the project
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4. Other Significant Changes in Trust Fund Design

Describe and explain the rationale for any changes made in design, scope and scale, implementation arrangements and schedule and funding allocation.

The design of the project was maintained without significant change because all the institutional arrangement envisaged like the steering committee, the recruitment of the Coordinator and technical staff was established and implemented. As regard to project outputs and outcomes indicators they remained the same as described in the project brief in quantitative terms except that they were applied for two islands instead of three following the official withdraw of ICS. As a consequence, the envisaged counterpart funds from ICS were removed from the total financing table. Nevertheless, the total contribution of Nature Seychelles (\$) and Cousine Island (\$) remained the same as planned with three islands for an amount of \$1,888,700 equivalent (cash and in-kind). The project initial categories of expenditures were the subject of an amendment mainly in Works Category in a view to update the established costs two years ago before the beginning of the project and thus to ensure the completion of the building work of the center. Indeed, this construction is of primary importance to support in the long run the activities of the project after its closure. So, the project closure was extended to one more year to carry out and complete all envisaged activities.

C. OUTCOME

1. Relevance of TF Objectives, Design and Implementation

Discuss how the Trust Fund objectives, design and implementation are proved relevant to current global/regional/country priorities and the Bank's sector strategy

The project is a key component of the implementation of the Seychelles National Biodiversity Strategy and Action Plan. In addition, the project addresses the overall goal and all guiding principles of the National Environmental Action Plan and the

Environment Management Plan for Seychelles (EMPS) 2000-2010. Specifically, the project objective and activities are linked with priorities within the EMPS thematic areas on Marine Resources, Tourism, Biodiversity, Environmental Economics and Sustainable Financing and corresponds to activities that are part of the NEAP. As such, the Trust Fund objectives, design and implementation are relevant to Seychelles government's priorities which design has been supported by the World Bank. Apart from that, as the Bank strategy is to promote a set of complementary operations involving in a balanced way both Government and NGOs, that together would implement all the biodiversity-related recommendations of the NEAP, the Trust Fund which mainly involves the NGO, private sector and government partnership is thus relevant to this strategy. At the time of project negotiation, the Seychelles was a non accrual country vis-à-vis the WB and other Donors such as the ADB. So, the main reason why the project has been accepted was that the Recipient is a non governmental organization.

2. Achievement of TF Development Objective

Discuss and rate the extent to which the Trust Fund development objectives have been met, with linkage to outcome indicators. This includes an assessment as to whether the actual output/deliverables were successfully completed, compared to the expected output, for each activity/component of the Trust Fund. For activities where the output is a report or a dissemination event such as a workshop, conference, training, or study tour, discuss and rate the Quality, Presentation and Dissemination. Applicable reports and/or documents are to be attached to the ICM

All the Trust Fund development objectives were achieved at 100% and some of them were even exceeded thanks to the programmatic approach undertaken by the recipient, as shown in the table of achievement (C.4). They are thus successfully completed. Indeed, the project has contributed to the reduction of threats to biodiversity through the removal of alien invasive species and the enriching of the two sites, the translocation of globally endangered species in new island habitats and the reduction of human impacts on both islands. It has also enhanced a Public education program through the integration of environmental awareness material into the formal education curriculum by the Ministry of Education and through the publication of educational materials.

The project has also made a Guide to Seychelles Wildlife edited by Collins Harper which will be very useful for tourists, for biodiversity specialists, local communities and government departments.

Then, thanks to the project, local partnership involving the active participation of the NGOs, private sector and the Government through the ministry of Environment and the ministry of Education has been set up. The replicability of the collaborative working model of NGO-private sector established under the project has been successfully proved through its implementation in three other islands

In addition, project funding has fully contributed to the building of a center in conservation management which is now operational and serves as a documentary center, as a center providing environmental education and awareness for the local population as well as for tourists, as a focal point for collaborative science for specialists, as

coordination of visitors to the Seychelles islands included Aride Island, and finally as a focal point for advocacy, outreach and partnership programmes.

Besides, the capacity of NGO and private sector professionals has been augmented. An international professional development program has been implemented in collaboration with leading organisations to train local conservation managers and to facilitate team work and joint problem solving.

International partnerships have also been created through an Experience Exchange Program where conservation professionals from many parts of the world were invited to work on the two sites as well as through research partnerships with universities.

In the future the project hopes to continue the work of the centre in a sustainable manner and with good management. Because of its success, lessons learned from the project will be shared widely, to guide other islands in the Seychelles as well as other countries with similar biodiversity conservation challenges.

3. Efficiency

Describe the degree to which the Trust Fund activities have been efficiently implemented, in terms of their associated costs, implementation times and economic and financial returns.

Nature Seychelles has undertaken a more comprehensive program-approach rather than a project specific one. Therefore, many of the activities planned under the project were carried out and funded as part of Nature Seychelles regular operations and benefited from the overall conservation framework and technical competence provided by Nature Seychelles.

The project objectives have all been achieved and reached in time and project funds totally disbursed. The center which is supposed to sustain conservation activities in concerned islands has been built and started its expected activities six months before project closing date. All reports including annual Audit have been delivered in time. The project has established a model of conservation management which has been duplicated in other three small islands. Visits by thousand of tourists annually were recorded in the two islands and nation-wide as under the project, visits have been integrated into a tourism destination package marketed by local and international travel agencies, creating local jobs and making conservation financially sustainable in the longer term. Ecotourism facilities have been improved in the two islands. In addition, a different visitation program on Cousin has been put in place to better integrate ecotourism and conservation and research.

4. Development Impacts, including those that are Unintended/Unrelated to TF Objectives

Discuss all other outcomes and impacts achieved under the Trust Fund (including unintended, positive and negative). Where relevant, discuss how the Trust Fund has contributed to the development/strengthening of relevant institutions, mobilization of other resources, knowledge exchange, recipient policy/program implementation, replicable best practices, introduction of new products, New Forms of Cooperation with Other Development Institutions/NGOs, etc., which would not have been achieved in the absence of the Trust Fund.

The project has brought about very important development impacts such as the creation of local jobs thanks to the integration of visits into a tourism destination package carried out by local and international travel agencies and makes conservation financially sustainable in long term.

The project has also contributed to the beginning of a regional partnership involving three other privately-owned islands Darros, Bird and Denis (instead of one expected) where the project collaborative working model has been successfully duplicated. Moreover, knowledge exchange on the experience encountered by professionals coming from different parts of the world and working on the two sites has been undertaken under the project.

Finally, thanks to the project, local tourism activities have been promoted and the annual number of visitors has been maintained at the level of 10,000 which is the limit not to be exceeded in order to preserve the concerned biodiversity.

5. Overall TF Outcome

Justification for overall outcome rating, taking into account the Trust Fund's relevance, achievement of each TF development objectives, efficiency and development impact. (Rating Scale would be consistent with the six point scale used in ISR/ICR: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U) and Highly Unsatisfactory (HU))
Satisfactory

The overall TF outcome is satisfactory. The project objective which has mainly consisted in improvement of biodiversity management perfectly correspond to the EMPS, the Environmental Management Plan for Seychelles 2000-2010. The project has partially contributed to the implementation of the EMPS which can take advantage from the results and outcomes brought about the project. The education center created under the project has supported Government's efforts in keeping a luxury tourism related to the valorization of the unique biodiversity in Seychelles. The project was very important for the country since it has allowed the local population to deepen their knowledge on local biodiversity by providing environmental education and awareness.

All the objectives have been reached in time; the outcomes of the project have even been exceeded: the project has led to the reduction of threat lists endangered species through translocation; the project partners' capacity in biodiversity management has been strengthened as well and long-term partnerships have been set up thanks to the project.

The goal of the project which is to improve the management of biodiversity-rich Cousin and Cousine islands owned by civil society organizations has been successfully achieved. The funds allocated to the project brought about a deeper knowledge of the biodiversity and the establishment of the respective management plans of the islands. Work consisting in removing introduced species and enriching the two sites with local endemic species among others through introduction-translocation system were scientifically successful. Now the islands are the subject of a scientific partnership for research purpose with several universities in the world.

The two islands are well-known and visited by thousand of tourists annually. Those visits are integrated in a tourism destination package marketed by local and international travel agencies. Local jobs have thus been created. Capacity building of local NGOs knowledge

about endemic biodiversity has been undertaken by the project. A concerted system has been established with local fishermen in order to regulate fishing activities around the two islands in a better way.

Partnership with the State is real. The green certification of the islands is under way and the construction of the Centre of education of Praslin is completed as regards housing and servicing scientific, technical and field staff, scientists and students, providing a national Centre of excellence of conservation management. Funding has also contributed to work with Ministry of Education to integrate awareness material into the formal education curriculum. Without the associated profits accruing to local stakeholders made possible by the IDA/GEF involvement, the global profits resulting from the achievement of the project objectives are unlikely to be sustained.

Provide results framework or indicators provided by the M&E system (including baseline and actual).

Project Objectives	Outcome Indicators (baseline)	Actual	% Achieved
Outcomes: <ul style="list-style-type: none"> ○ Improvement in status of globally threatened biodiversity ○ Sustainable capacity developed by civil society organizations in Seychelles to reduce adverse impacts on island ecosystems ○ Collaborative and long-term conservation programs for small islands in Seychelles ○ Replicable regional/international model for biodiversity conservation 	Globally threatened biodiversity in general secure on all three islands	The project has completed the following: Alien species control, ecosystem restoration, improved monitoring, increased capacity, new management policies leads to globally threatened biodiversity in general secure on Cousin and Cousine Islands	Exceeded 100
	Increase in population of at least 7 species	Successfully results recorded on the following species: 1.Seychelles Warbler 2.Seychelles Fody 3.Seychelles White-Eye 4.Seychelles Sunbird 5.Wright's Gardenia 6.Seychelles Tenebreonid 7.Seychelles Beetle	100
	Partnership activities successfully undertaken by Cousin, Cousine islands through establishment of a systems plan	Systems plan drafted Implementation ongoing through 25 programs with various partners in research, tourism, education and awareness and management plan	100

	Collaborative model extended to at least one other island	Extension completed to Denis Island Darros Island Bird Island	Exceeded 100
	Direct employment of 5 Seychellois staff in conservation and awareness programs by year 3 and employment of further 5 staff in administrative and other duties at the end of the project	Direct employment recorded: 5 Seychellois staff employed in conservation, 1 Seychellois staff employed in awareness, 5 Seychellois staff employed in management of project and Praslin Centre (ICC)	100

D. Risk to Development Outcome

1. Follow-On Results and/or Investment Activities

Identify and provide a description of the role played by this TF that led to those follow-up activities or investments checked below. (Check all that are applicable):

Activity/Investment:

_____ Recipient/Other Investment; _____ Grant Project/Program; _____ Bank Project;
_____ IFC Financial Project/Activity, Other (explain)

2. Replicability

Describe and rate the extent to which the Trust Fund has generated useful lessons and methodology that are replicable in other sectors and/or regions.

The project has generated useful lessons to the Government as this project is the first one managed by civil society in the country. Indeed, this would help the Ministry of Environment to better understand the role that civil society may play and lead the implementation of the EMPS. To this end, the Government is in a much better position to engage in future GEF-funded projects in Seychelles through the enormous experience gained from implementation of this project.

The NGO collaborative model Cousin and Cousine Islands established under the project has been successfully adopted by three other islands, which means that it is likely replicable in all small countries all over the world having similar sensitive natural resources and problems. The building of a center like documentary center is also a new concept that could be tested and developed in other small islands all over the world because not only it may contribute to the conservation of the biodiversity but also raise

awareness and deepen knowledge of local communities and at the same time would promote tourism-related activities.

Since the project has resulted in substantial progress in the non-state sector in infrastructure development (Island Conservation Centre), scientific knowledge and skills, institutional building, public awareness as well as project planning, management and monitoring skills the information of the role of NGO and private sector entities in conservation have to be disseminated and promoted.

3. Overall Risk to Development Outcome

Rate how likely, and for how long, the outcomes will be sustained after completion of Trust Fund activities, and the likelihood that some changes may occur that are detrimental to the achievement of the TF development objectives. These may include factors such as technical, financial, economic, social, political, environmental, government ownership/commitment, other stakeholder ownership, institutional support, governance and natural disasters exposure. (Rating Scale would be consistent with the four point scale used in ISR/ICR: Negligible to Low (L), Moderate (M), Significant (S) and High (H))

The risk is rated negligible to low for the very reasons that firstly both project partners are committed to sustain and furthering project components; then, thanks to the significant improvement of conservation financial management undertaken under the project, through the development of fundraising for wetlands, Seychelles flycatcher, wildlife clubs...and financial activities related to the Praslin Center, financial risk is rated negligible. Furthermore, one of the facts which has made the conservation financially sustainable in the long term is, for instance, the integration of tourists' visits into a tourism destination package marketed by local and international tour operators. Once that collaboration works, which means that the number of tourists will not decrease, the achievements of the project will be sustainable.

Apart from this, even though the islands have to work with the government, the only fact that the islands are privately owned and consequently privately- run reduces the risk which may affect the project achievements. Only a bad management within this private running may represent a risk. Still, in case the monitoring is not carried out in a regular way in order to take care of the animals and the plants, the local biodiversity may be affected.

Nevertheless, natural disasters such cyclones which are likely to affect small islands, may harm the species existing there and destroy infrastructure.

E. PERFORMANCE

1. Bank

Rate and justify rating on how well the Bank carried out its specific responsibilities assumed under the Trust Fund. If the TF financed Secretariat functions, describe how well the Secretariat carried out its roles and responsibilities, and its exit strategy, if any. If the Bank is executing Recipient work on behalf of Recipient, describe how well the rationale for Bank execution (as specified in the IBTF) was realized. (Rating Scale would

be consistent with the six point scale used in ISR/ICR: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U) and Highly Unsatisfactory (HU))

The project preparation phase was satisfactory. Its design has been relevant to the country's priorities and the Bank sector's strategy. The effectiveness of the project has been delayed for two years due to different reasons namely the fact that the country was at that time non accrual. Then, the Bank has disbursed 100 % of the funds and financial covenants have all been complied with.

It has provided the project with the technical and financial management it needed to be achieved in the best conditions and considering the deadlines. It has closely followed up the project implementation progress through supervision mission including field visits and consultations with project partners such government representatives and has developed the necessary actions likely to ensure the achievement of the project targets within the stated deadlines. It has also provided the project partners with corrective inputs throughout the project implementation process. The Bank has not omitted to give a technical guidance in order to ensure a long-term sustainability of the project outcomes.

Apart from that, unqualified audits and technical progress reports have been carried out and provided in time throughout the project implementation.

2. Recipient (for Recipient-executed TFs only)

Rate and justify rating on how well the different tasks that were expected from the Recipient under this Trust Fund were carried out. (Rating Scale would be consistent with the six point scale used in ISR/ICR: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U) and Highly Unsatisfactory (HU))

Recipient performance is satisfactory. The project has been implemented with professionalism. All indicators and outcomes have successfully been completed.

Project preparation was satisfactory. The provision of a PDF A grant allowed the Grant Recipient to hire an external consultant who led the process of drafting the project proposal. Input from the Bank's previous task manager Mr. Michel Simeon helped secure funding.

Implementing an MSP in partnership with a private sector organization was a novelty in Seychelles. Implementation of an MSP by an NGO was also new in Seychelles; hence Government has had no standardized procedures in dealing with it. Many challenges arose and their successful resolutions have laid the ground for future projects to be implemented by civil society.

The appointment of an experienced project manager with disbursement knowledge facilitated the project implementation project. The full participation of the Grant Recipients CEO in all aspects of the project ensured vertical integration of the project into the institution's work. In fact, the Grant Recipient substantively increased the

sustainability of the project by successfully taking this programmatic approach to project implementation. Project reporting was satisfactory. The reports have reviewed performance by the project partners, monitored key indicators of progress in fulfillment of program goals and identified major key indicators of progress. Financial covenants have all been complied with. All records and accounts including those of the Special Account have been audited and furnished to the Bank in the agreed time. Audit reports received no comments. All expenditures with respect to withdrawals have been maintained in accordance to Bank procedures.

Counterpart funds have been managed in satisfactory manner. All records of the counterpart funds have been audited and furnished to the Bank in the agreed time. All counterpart funds have been appropriately allocated and disbursed.

F. LESSONS LEARNED / RECOMMENDATIONS

Describe the most significant positive and negative lessons learned from the success or failure of the grant activity and, as appropriate, make constructive recommendations for each stakeholder involved (Donor/Bank/Recipient/Development Community)—based on the assumption these stakeholders might decide to undertake a similar activity at a future time.

The most important lesson learnt is that civil society organizations can successfully implement GEF MSP projects. This principle may not only be applied to medium size projects but could also be extended to full size project ones.

Grant recipient must employ a project coordinator/manager who is familiar with World Bank procurement and disbursement regulations and/or requires related training and follow up and guidance from WB Procurement Specialist.

Project design phase should include modalities that ensure proper selection of project partners to prevent from pull out at project implementation, through for instance stakeholder meetings and focus groups. Designing a project which includes a group of more than two islands having more or less the same problematic is feasible and likely cost effective.

Time elapsing between project inception and physical implementation should be as short as possible to ensure that budgets and real costs stay the same.

External consultants, reviewing project documents on behalf of the GEF Secretariat or GEF Council must be familiar with project areas, recipient countries and organizations, as well as GEF and World Bank rules and regulations.

The limitation of the tourist number visiting a site of delicate biodiversity can change mass tourism into luxury tourism, which not only preserves the sensible biodiversity in the site but also generates significant revenues. This lesson should be applied for private-owned sites as well as for government-managed sites.

Partnership between Civil Society and Government is efficient if the project is included within priorities of the State and contributes to the execution of a National Environmental Plan. Specifically, certain legal barriers can more easily be removed and activities related to education, public awareness and tourism package promotion can also be facilitated in order to obtain effective results and impacts.

The elaboration of a good practice manual for scientific and technical monitoring system focused on species targeted by the project has been found very useful. The publication of such a manual would facilitate experience exchange and replicability of project results to other similar ecosystems.

G. ICM PROCESSING AND COMMENTS

1. Preparation

TTL at Approval: Michel Siméon

TTL at Closing: Bienvenu Rajaonson

Comment of TTL at Closing: The project is satisfactory and its outputs and outcomes are likely replicable to similar ecosystems.

Prepared by (if other than TTL):

Date Submitted to Approving Manager:

2. Approval

Manager:

Date Approved by Manager:

Manager's Comment:

3. TFO Evaluation of ICM Quality

TFO Reviewer:

TFO Rating on the Quality of ICM (*Satisfactory or Unsatisfactory*):

Comment and Justification for Rating Given by TFO:

