



Strategic Plan

2022 - 2026



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Message from the Director

I have had the honor to be part of Fanamby's journey of safeguarding Madagascar's unique biodiversity since 2008. I started as the Personal Assistant to Fanamby's founder, Serge Rajaobelina, and have experienced highs and lows on the road towards our vision. Since its inception, Fanamby's vision has been the same. We work towards securing thriving ecosystems that support abundant biodiversity and resilient communities. We do this by managing Category V protected areas and increasing natural resource-based revenue streams to local communities. The development of this strategy has given me the opportunity to step back to appreciate the vast amount of work we have already done, the opportunities we have created and the immense challenges we still face.

I'm particularly proud of Fanamby's entrepreneurial spirit and its role in launching Sahanala, a social enterprise governed by a federation of producers which buys raw products at a fair price. Sahanala has been highly successful and now brings better economic prospects to rural communities in eleven regions in Madagascar. This has given us the business acumen to garner the interest of a growing portfolio of private sector partners interested in rural development and conservation.

We face unresolved challenges such as slash and burn practices which put pressure on all the Protected Areas we manage, particularly Menabe Antimena. We look forward to working with all stakeholders to urgently address issues there, and to learn how to best support communities to safeguard the ecosystems they depend on.

This five year strategy consolidates what Fanamby has achieved and will allow us to refine our approach to best respond to the current issues PAs face in Madagascar. An area we're particularly excited about is better proving the links between agricultural development, conservation, and local governance, and we hope our focus on supporting conservation contracts will help play a role in tightening these links.

The Fanamby team remains as dedicated as ever to our vision, and are open to collaborations to keep on track with our goals and mission!



Executive Summary

Founded in 1997, Fanamby exists to address the loss of biodiversity and natural resources upon which communities living in and around Protected Areas (PAs) in Madagascar depend.

Fanamby's creation was founded on the backdrop of initiatives by the state to make conservation more inclusive of local communities. In 2003 the government of Madagascar promised to triple the network of PAs on the island. NGOs were invited to be co-managers of Category IV, V and VI PAs with local communities living in and around these newly established PAs. However, including communities in PA management presented challenges due to unclear land rights laws, chronic poverty, and inadequate fostering of the local institutions required for community based natural resource management to flourish.

Despite these challenges, Fanamby has focussed on rendering Category V PAs financially viable,

and offering better economic prospects to local communities through agricultural development. Its premise is that increased income for communities will provide incentives for local people to participate in the co-management of PAs. This model saw Fanamby grow into the most innovative and largest conservation NGO in Madagascar. Fanamby catalyzed the establishment of Sahanala, a successful social-enterprise improving the livelihoods of 50 community associations in PAs managed by Fanamby.

However, the assumption that agricultural income leads to conservation needs to be substantiated in a more significant way for the model to be proven robust. The next five years will require Fanamby to refine its model, taking account that money does not equate to conservation unless it is underpinned by strong community ownership and governance.

Fanamby's approach to conservation is underpinned by four interconnected pillars:

1

Ensure effective management of Category V PAs through monitoring, patrolling reforestation and rewilding forest and coastal areas.

2

Develop strong and effective co-management institutions as a foundation for Category V PAs.

3

Improve livelihoods and human development of communities living in and around Category V PA landscapes.'

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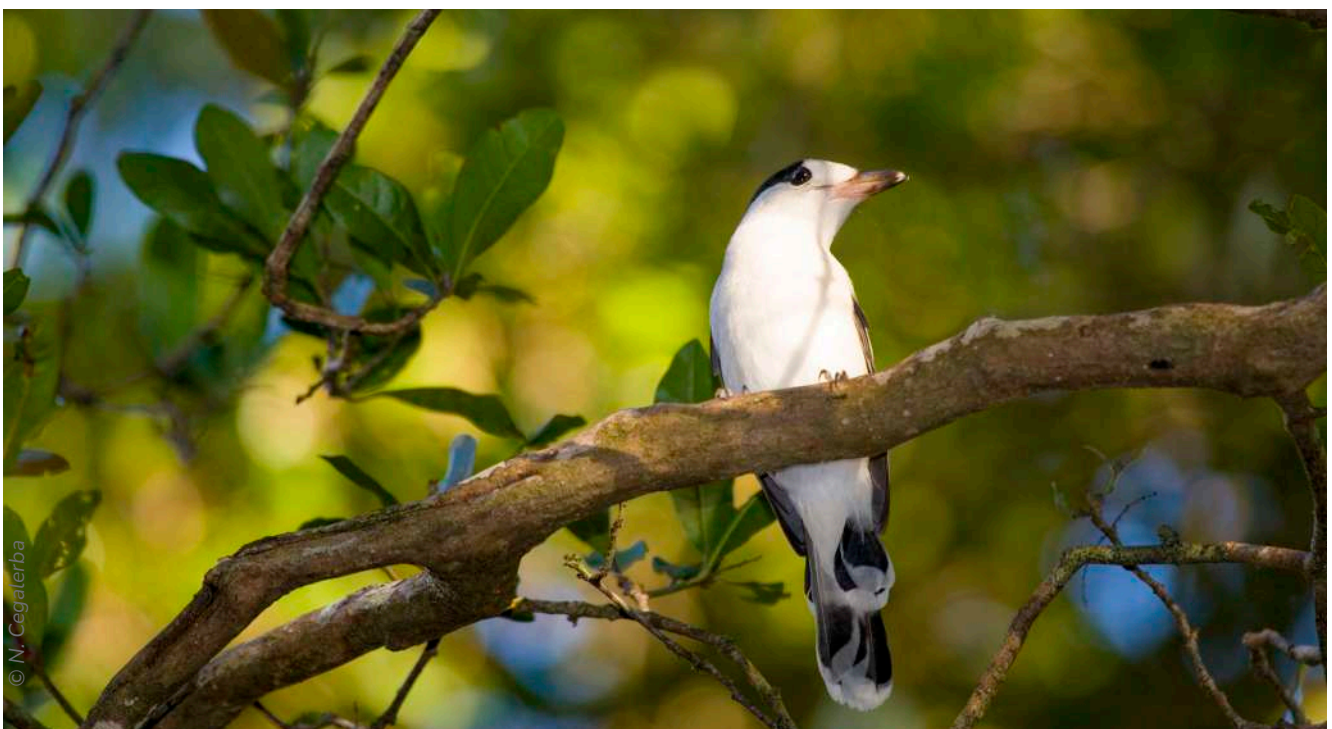
Foster local support for conservation through better understanding of the process of behavioral changes.

This strategy aims to increase the participation of communities in PA decision-making and strengthen links between alternative livelihoods and conservation.

1. Introduction

Fanamby (meaning ‘challenge’ in Malagasy) is a Malagasy conservation non-profit association specialized in supporting the management of Category V Protected Areas (PAs) through market incentives. Fanamby works to render communities less dependent on the exploitation of natural resources found in PAs, in order to preserve Madagascar’s unique biodiversity. Founded in 1997 to manage five forest blocks of about 2,000 hectares in the northern region of Madagascar, today Fanamby has grown to now manage four Category V PAs and Madagascar’s first natural monument (Allée des Baobabs) covering a total of 575,051 ha. Over two decades, Fanamby has tested several rural development and PA conservation interventions.

Fanamby created Sahanala in 2010, a social enterprise aiming to bring financial sustainability to PAs by funding conservation activities, and developing alternative (mainly agricultural) livelihoods for communities with the idea that increased economic prospects would lead to more participation in conservation activities. Sahanala is now Madagascar’s largest social enterprise, generating \$20 million in annual turnover. This market-based approach to conservation has made Fanamby a leader in pioneering NGO and private sector partnerships in Madagascar. Fanamby has also established four world-class eco-lodges (now transferred to Sahanala’s associations’ management) which benefit local communities and conservation efforts. Through its partnership with Sahanala, Fanamby supports 50 community associations through well-established value chains. It has also contributed to supporting a number of community development projects (schools, wells, healthcare equipment donations) while attempting to conserve Madagascar’s biodiversity in an increasingly challenging environment.





2. Situational Analysis

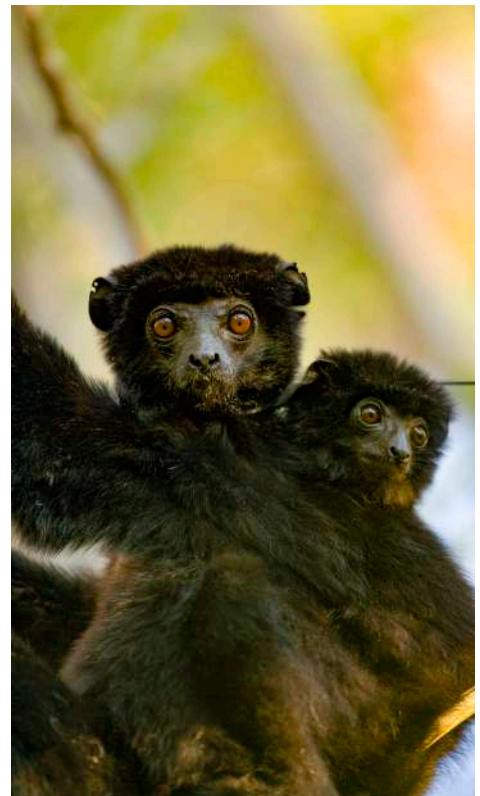
2.1. CONTEXT OF PROTECTED AREAS IN MADAGASCAR

Biodiversity and climate change

Madagascar is one of the most important biodiversity hotspots in the world. Up to 80% of its flora and fauna is endemic, yet up to 90% of habitat has been lost due to anthropogenic activity, exacerbated by chronic poverty and weak governance.

Fanamby works in five unique areas of critical ecological importance scattered across the island, covering primary tropical forests, wetlands, transitional forests, dry forests and a coastal zone and sheltering key biodiversity areas that are home to endemic species of lemurs, reptiles, birds and amphibians. Endemic to Madagascar, 94% of lemurs face extinction, and are the most fragile group of mammals on earth. The majority of lemur species in Fanamby sites are listed as endangered or featured on the IUCN Red List.

Madagascar is affected by climate change and up to 80% of Malagasy people live on under \$2 per day. There is limited access to education and health and the current situation is set to deteriorate with a famine in the south. Unsustainable resource management and the inability to access basic needs has led to significant migration towards areas perceived as richer in resources which has resulted in intensified slash and burn practices to clear arable land putting pressure on the last frontiers of Malagasy wildlife.



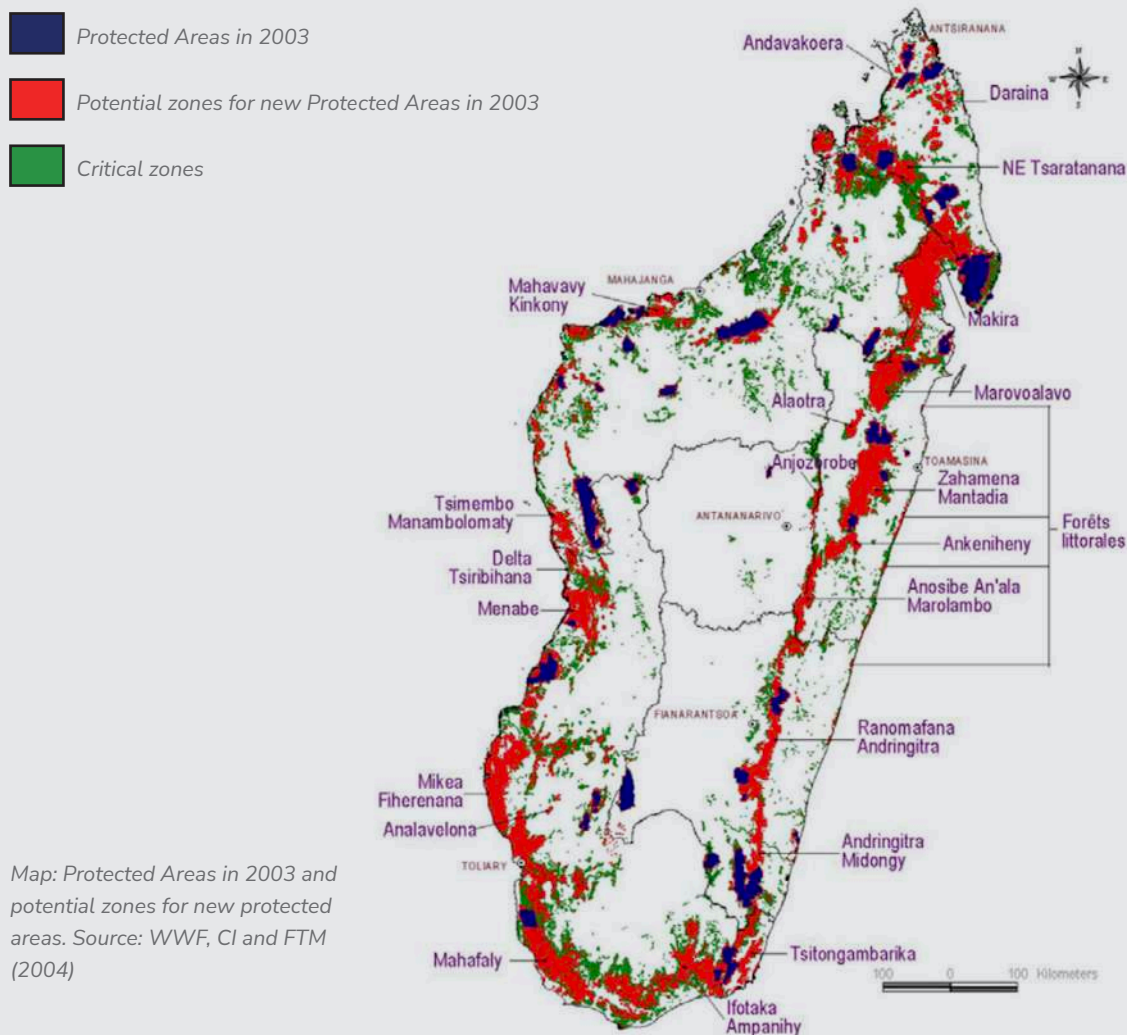
The Black Lemur, a species listed as critically endangered in the IUCN Red List in 2018, one of Andrafiarena's conservation targets (Photo: N. Cegalerba)

Political and Economic context

Successive political crises, including a coup in 2009 set Madagascar on a slippery slope with a series of fragile governments that struggled with law enforcement. Links between corruption and natural resource extraction have increased, involving flora, fauna and gems. There is limited capacity to solve systemic problems which are exacerbated by frequent government changes and lack of inter-ministerial dialogue. Madagascar is one of the poorest countries in the world making it highly dependent on international donor funding which often lacks the long-term vision and coordination required for natural resource management.

This backdrop of political and economic weaknesses compounded by biodiversity loss and climate change presents a challenging landscape to conserve and expand community rights over natural resources. PAs often lack legal clarity, and while some policies delegate natural resource management to communities, this is often not adequately fostered by the state. This is compounded by high expectations and demanding terms and conditions from the state for NGOs managing category V PAs.

Background and development of Category V Protected Areas in Madagascar



Durban Vision

During the 2003 5th World Parks Congress in Durban, Madagascar's government pledged to triple the island's protected area network. Knowing the state would not have the capacity to manage this rapid and vast expansion, the new PAs were to be managed by conservation NGOs (known as 'promoters') with shared governance arrangements with local communities.

Prior to the Durban Vision, PAs in Madagascar were mainly strict reserve or national parks that had been managed by Madagascar National Parks¹ for conservation, research and ecotourism.

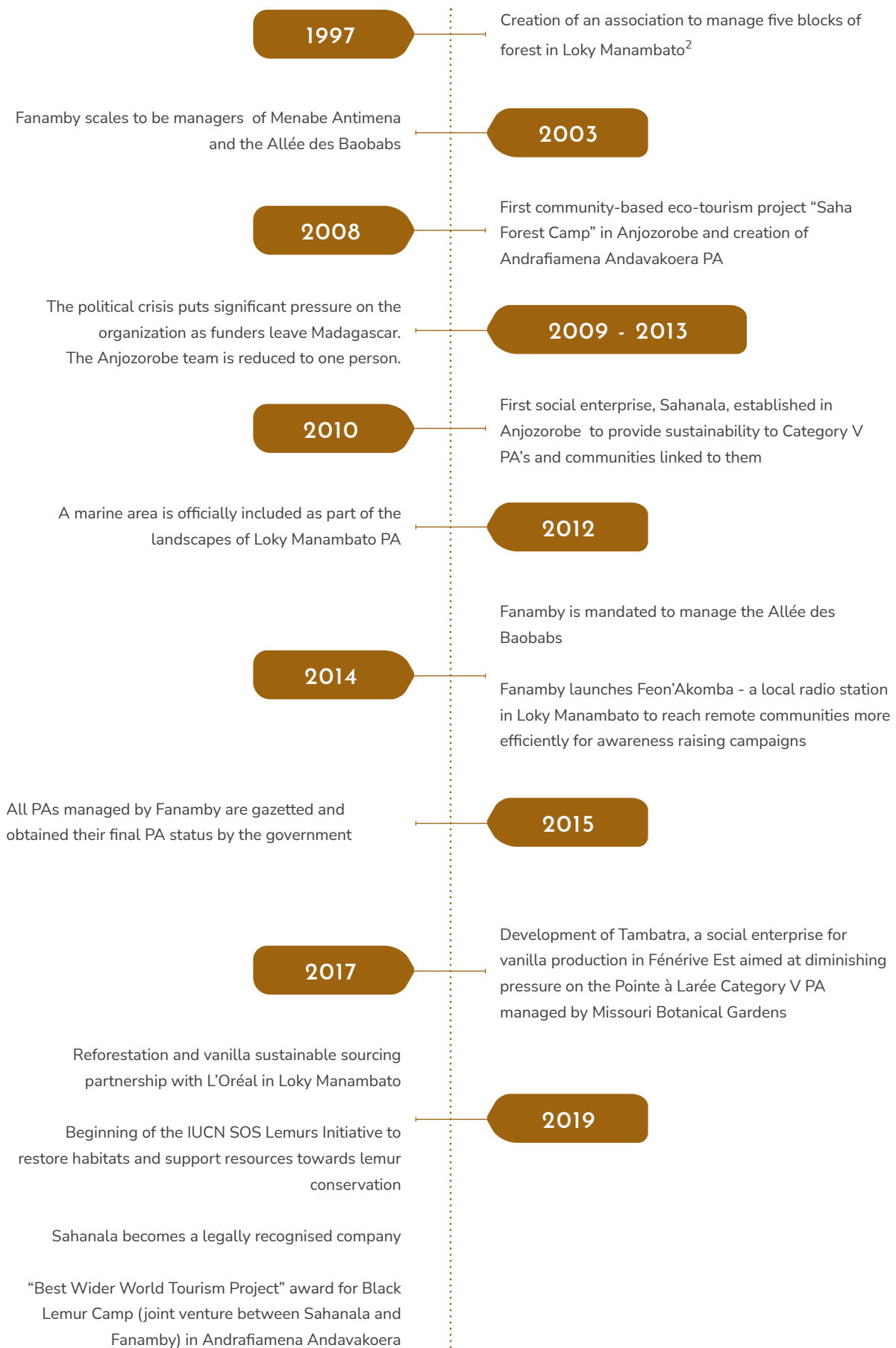


A village Loky Manambato, the first PA managed by Fanamby. The zoning in Category V PAs typically include a core conservation zone, zones for local communities to live and use, and zones for restoration and nurseries.

The goals of the newly emerging PAs were to reconcile human dependence on natural resource extraction with conservation. Following the guidelines of IUCN Category V, which includes traditional sustainable use of resources, new PA co-management systems would oversee zoning for the sustainable use of forestry, fisheries and grazing grounds. This was to be done by incorporating local knowledge held by local communities in co-management decision-making structures. An emphasis was also placed on providing communities with rural development services such as health and education, as well as implementing alternative livelihoods to generate the economic incentives needed to curb reliance on natural resources. Generally speaking, these co-management structures have been very challenging to put into place because of multiple challenges:

- Economic incentives have been insufficient to curb community dependency on PA natural resources
- Local development institutions (including government and civil society) are often too weak to implement and coordinate development programmes
- Most PAs are highly dependent on donor funding
- NGO managers do not have the mandate to enforce the law, and depend on community patrollers, ill-equipped to conduct law enforcement
- Overlapping legal and institutional structures within the PAs complicate local governance
- NGOs have heavy terms and conditions prescribed by the government but they still lack formal legal recognition to manage PAs

2.2. FANAMBY TIMELINE



2.3. ORGANIZATIONAL ACHIEVEMENTS AND STRENGTHS

The development of multi-million dollar social enterprises

Fanamby is Madagascar's first conservation NGO to put social entrepreneurship at the heart of its work; it has pioneered a social enterprise model that has successfully created alternative income streams to communities living in and around the PAs it manages. This model was initially developed in response to the 2009 political crisis in Madagascar, when international funding was suddenly retracted. Serge Rajaobelina, Fanamby's founder, urgently implemented Sahanala; initially envisaged as a sustainable financing mechanism for Fanamby. Fanamby is a 15% shareholder of Sahanala, and in the longer term, it is envisaged that the dividends from the shareholding will support Fanamby conservation work and reduce its dependence on donors.



Black Lemur Camp, the award-winning joint venture between Fanamby and Sahanala

Fanamby financed the initial capital costs to establish Sahanala; investing in high-end eco-tourism lodges and the development of high value agricultural products, such as vanilla thus launching a sustainable financing mechanism for rural development within Category V PAs. Sahanala is now an independent entity and a multi-million dollar social enterprise, allowing Fanamby to benefit from the market linkages that Sahanala facilitates for Fanamby's community beneficiaries.

Following Sahanala's success, another social enterprise, Tambatra, was created in 2017. This was an attempt to replicate the Sahanala model on the outskirts of a PA managed by Missouri Botanical Gardens. In an area which is not traditionally known for growing vanilla, Fanamby has supported 3,000 vanilla farmers to significantly improve their household income and reduced vanilla theft by 98%.

Creation of Livelihood Associations

In order to engage people living within the PAs managed by Fanamby, it has created 50 community-based associations dedicated to agriculture, fishing and eco-tourism. The associations have cut out middlemen and professionalized farming, increasing revenue from high value products such as vanilla, nuts, and spices. Fanamby and the associations work in partnership with Sahanala, which provides agricultural development technical support and buys the products. Their vision is to generate strong financial incentives for communities to steward conservation activities to keep supporting important ecosystem services in PAs.



Andrafiarena community receiving the "Best Wider World Tourism Project" award for Black Lemur Camp

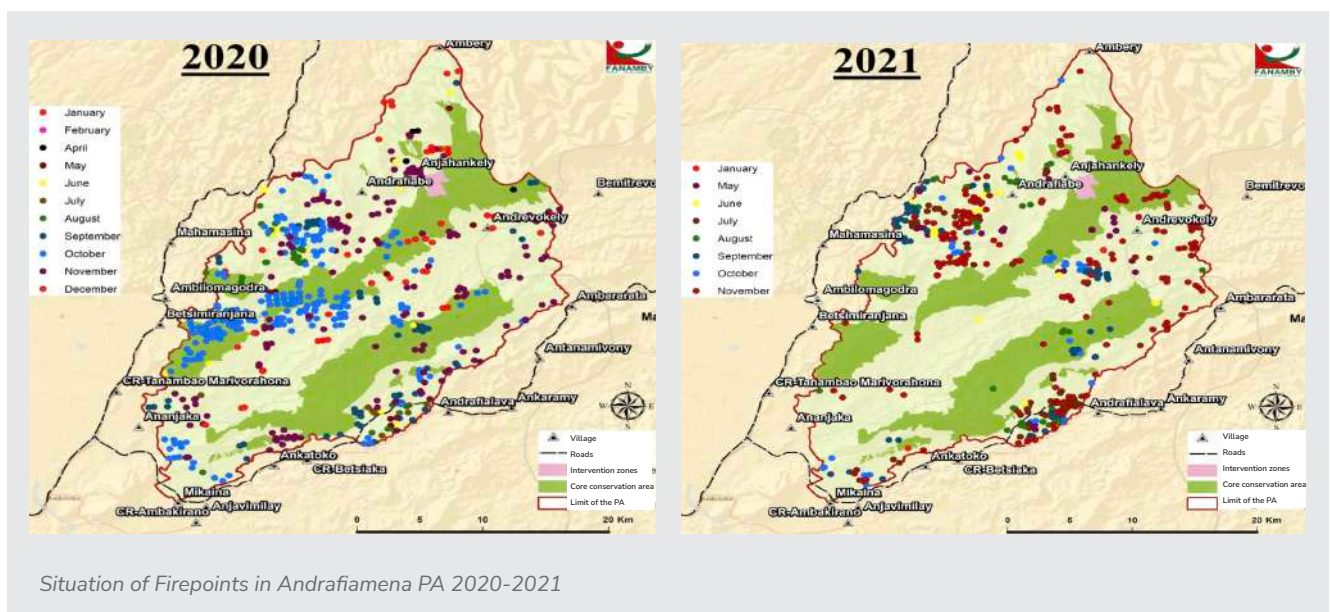
Protected Area Management

In 2003, Fanamby began working on PA management and scaled to being managers (or 'promoters') for four Category V PAs covering 500,000+ hectares across the country.

Since then, Fanamby has implemented a suite of PA management activities such as:

- Developing PA Management Plans ('Plan d'Aménagement de Gestion'). Training community surveillance committees to collect data in the PA and track illicit activities such as logging, charcoal production, slash and burn, and illegal mining
- Facilitating local awareness raising campaigns
- Implementing annual firewalls and fire management systems
- Establishing nurseries in each PA for reforestation campaigns, producing 120,000 seedlings per year
- Setting up 11 associations with 2,000 local firefighter volunteers managing fires that are put out on a daily basis (specifically in Menabe)

While the situation is complicated in PAs such as Menabe Antimena, Fanamby's PA management has resulted in the reduction in the frequency of fires in PA core conservation areas, e.g. in Andrafiarena where a suite of measures such as firewalls, and patrollers resulted in zero fires in 2021.



Successfully implemented Locally Managed Marine Areas (LMMAs)

Fanamby has had particular success in the coastal part of Loky Manambato where local rangers monitor the marine reserve and share information regarding laws and regulations about fisheries. Fanamby supported fishers to form a federation and work in collaboration with a seafood company which ensures the collection of products.

Funding and Investment Opportunities

Fanamby has a healthy relationship with funders and finds it relatively easy to raise funds. In addition, the entrepreneurial success of Sahalanala has given Fanamby the credibility to secure partnerships with large international corporates, eager to invest in a triple bottom line (People, Planet, Profit³) approach to agri-business. Such partnerships can be major contributors to social, environmental and financial sustainability for PAs. Currently, these partnerships are either long term funds to develop vanilla production, or technical assistance for social and environmental development.

Motivated team

Field site teams are cohesive, supportive of each other and passionate about their work. Local staff have a deep understanding of the context and are respected within the community. The team at the head office is highly engaged to support work at the site level, and the Executive Director works tirelessly to deliver.



Fanamby staff and members of the local community in Anjozorobe Angavo during a reforestation campaign

2.4. ORGANIZATIONAL CHALLENGES AND WEAKNESSES

Unclear Impact Model and absence of a Theory of Change (ToC)

Until recently Fanamby had a broad vision and mission and a hypothesis that increased farmer income will result in improved PA management though this has yet to be proven.

Complex and Opaque relationship between Sahanala and Fanamby

» **Unclear link between conservation and rural development**

While Sahanala has made social development contributions to PAs managed by Fanamby, Sahanala's remit has now grown far beyond the PAs in which Fanamby operates. At present, Sahanala's governance structure is made up of a federation of farmer associations from across the country whose primary interests are agricultural production for community development and not the protection of biodiversity. Compounded to this, the perception of Fanamby field teams is that Sahanala is predominantly profit-driven.

» **Sahanala and Fanamby Financial Arrangements Merit Clarification**

Sahanala's initial *raison d'être* was to secure the financial sustainability for Fanamby to conduct PA management and improve livelihood prospects for local communities. In theory, Sahanala commits to giving 10% of its income to social development and environmental actions which Fanamby benefits from. However this happens on an ad hoc basis and lacks transparency. This would merit clarification since Sahanala and Tambatra benefit from Fanamby fundraising to secure capital investments for ecotourism and agri-business infrastructure.

Additionally, Fanamby is currently a shareholder in Sahanala and gains "conservation projects" and not capital from its investments. A clear financial mechanism needs to be established on how these capital gains are translated from monetary terms into conservation projects, and what decision-making criteria are used by Sahanala's general assembly. For instance, would an investment in Fanamby's organizational strengthening be favored over a warehouse built to increase the value of wild vanilla? Such questions would guide Fanamby as it assesses whether this shareholding is aligned with its conservation and organizational objectives.

» **Sahanala and Fanamby operations are still linked**

Although Sahanala was created in 2010, it was operationally and administratively intertwined with Fanamby until becoming a separate private business in 2019. The two organizations are beginning to disentangle themselves, yet Fanamby still faces various challenges because of this, particularly at a grass roots level. As some field association members said "We don't know the difference between Sahanala and Fanamby". This is because some associations are set up by Fanamby, others by Sahanala, and roles and responsibilities are yet to be clarified. The institutional relationship between Sahanala and Fanamby, and Tambatra and Fanamby, should be clarified so each organization has distinct leadership, culture, values, strategic direction and brand in order to work better together.

Relations with local communities

Madagascar's management framework for Category V PAs is premised upon co-management with local communities. However Fanamby field staff report disengagement and low buy-in for their conservation initiatives. Weak community interest could be due to overlapping and inadequately supported local institutions that have been set up by different actors over years. Trust may have waned after multiple short-term projects and limited long-term community engagement. Communities may also have lost hope in civil society initiatives where corruption is ubiquitous. Understanding the blockages and bringing the community to the forefront of Fanamby's work may improve inclusion and buy-in for conservation activities.

Relations with Private Sector Partners

Whilst Fanamby's efforts to reduce dependency on traditional donors are laudable, the private sector insists on Non-Disclosure Agreements (NDAs), presenting several risks. Firstly, NDAs are inherently secretive, do not encourage accountability, and are inconsistent with an NGO striving for transparency. Secondly, an increased reliance on the private sector may pressurize Fanamby to report positively on environmental impacts of companies in PAs. Fanamby should increase its due diligence and risk management before engaging in additional private sector partnerships, knowing that different supply chains present varying sets of risks.

Fanamby governance structure

Fanamby's governance is similar to that of many growing organizations. The president of the board is the founder and remains somewhat involved in operations. Other board members are close and trusted acquaintances of the organization. Furthermore, the board president is also that of Sahanala and Tambatra, presenting the risk that complicated conflicts of interests may arise. Each organization is encouraged to further develop its own leadership structures.

Fanamby Internal Operations

Several internal operational challenges reduce Fanamby's efficiency. A funder shared that "Fanamby is now receiving million dollar grants yet is still run like a small start-up". There is no senior management team dedicated to supporting the Executive Director (ED) in strategic decision-making and day-to-day operations. Many staff fall under the ED's line management, making it hard to implement and sustain the support needed for teams in difficult operational environments. Fanamby's systems and processes - including its internal communications, financial mechanisms and the management of institutional information - do not reflect the organization's complexity. Many key staff do not know each other. There are chronic delays to transfer funds for field activities. There is no centralized repository for organizational information, leading to the frequent loss of institutional knowledge, and no standardized methodologies exist to implement field work. In sum, these factors have an impact on relatively high turnover and staff feeling undervalued.



2.5. OPPORTUNITIES

Proving the link between alternative livelihoods and conservation.

Currently Fanamby has four main methods and sources of data collection:

1 Tracking replanting initiatives

2 Ecological monitoring through transects (in one PA)

3 Global Forest Watch shares maps on a monthly basis to monitor forest coverage

4 Monitoring economic benefits to community producer associations

Fanamby's two decades of work provides a foundation upon which to develop a Monitoring, Evaluation and Learning (MEL) framework to better demonstrate links between rural development and conservation.

Stewarding the private sector towards concrete commitments to conservation

Corporate partners, including Sahanala, are encouraged to share their Corporate Social Responsibility policy iterating commitments to Fanamby. Conservation contracts with the private sector are also increasingly being used as a way to strengthen links between alternative livelihoods and conservation efforts.

New five year Protected Area Management Plans

Government requires PA managers to update PA Management Plans ('Plan d'Aménagement de Gestion'). This presents an opportunity to align the management plans with Fanamby's new strategy.

Improving Communications

With a strategic plan and MEL framework, Fanamby will be better-positioned to communicate its impacts. The website could be revised and other products developed, including annual reports, brochures, and newsletters. Facebook, one of the most widespread media in Madagascar will be used more effectively to target Malagasy general public and government. Finally, Fanamby will begin working on its branding to reinforce its identity.

2.6. EXTERNAL THREATS

Politics and Corruption

» Vertical Corruption at Every Level of Government

Corruption has followed a downward spiral after the political crisis in 2009 when the transition government became heavily involved in illegal rosewood trade. This legitimized regional and local authorities to take a similar path, which has negatively impacted trust with local communities.

» Opaque government conservation goals

Government ministries have contradictory conservation strategies. For example, the Ministry of Mines favors a 'generous' approach to the allocation of mining licenses while the Ministry of Environment postulates for the safeguarding of biodiversity with local communities. Poverty-stricken communities stuck in the middle often favor the immediate advantages of artisanal mining, with its negative environmental impacts.

Weak Civil Society and Networks

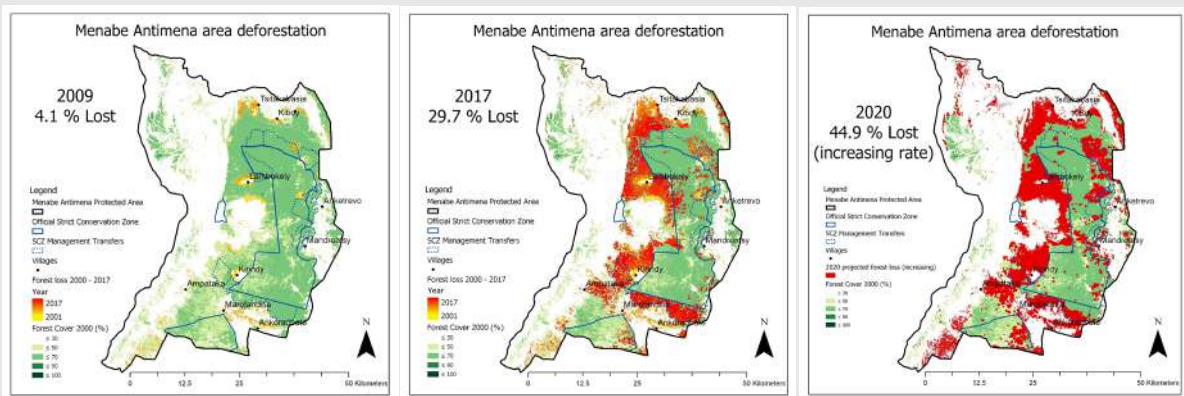
Civil society networks in Madagascar are less effective at advocacy than in the past. This poses a problem for Fanamby who is reliant on these networks to push their agenda forward. Système de Aires Protégées de Madagascar (SAPM), a former civil society network, has now come under the auspices of the government, and several other networks have internal issues.

Menabe Antimena

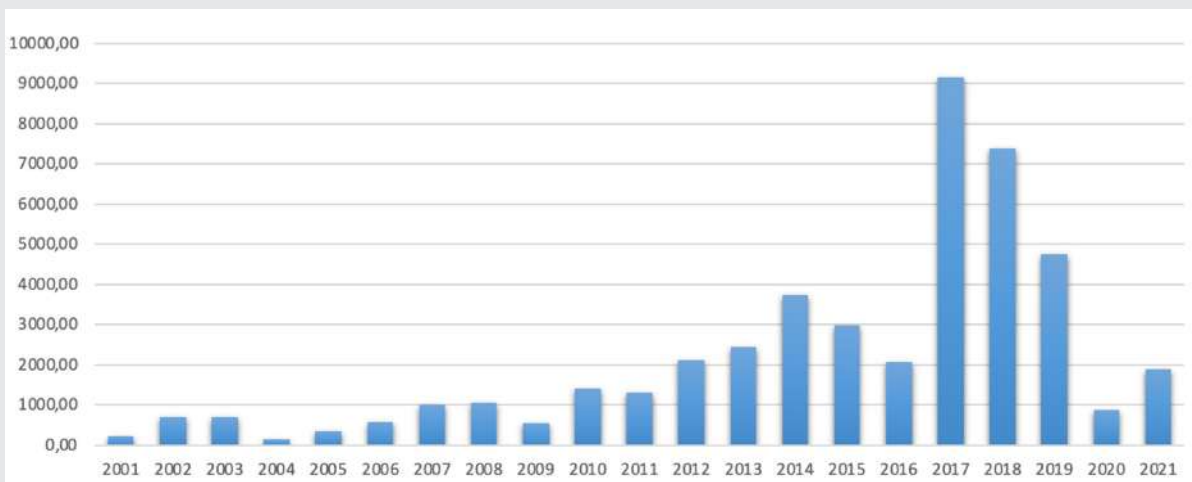
Menabe Antimena is the second largest, and most challenging PA that Fanamby manages. This unique dry forest suffers from large-scale forest fires due to politically motivated land grabs, exacerbated by famine-struck migrants from southern Madagascar. There are many different stakeholders operating in the PA, including NGOs, and coordination is currently lacking. These challenges raise questions about Fanamby's future management of this PA. Fanamby will need to engage in a facilitated process to weigh up the pros and cons of continuing to provide management in Menabe Antimena,



“The dry forest in Menabe Antimena is our last shield against drought. Sadly, there are still people slashing and burning them.” Fanamby, October 2020



Evolution of Deforestation in Menabe Antimena in 2009, 2017, and 2020. Data from Durrell Wildlife Conservation Trust



Loss of Forest Coverage in hectares in Menabe Antimena



3. Strategy

3.1. VALUE PROPOSITION

Fanamby puts an enterprise-based approach at the heart of its work as a manager of Category V PAs, to secure sustainable funding, and improve local livelihoods and incomes.

Vision

Thriving ecosystems that support abundant biodiversity and resilient communities.

Mission

Fanamby collaborates with local communities to build resilience in order to conserve protected Areas.

Intended Impact

Fanamby's intended impact is to conserve biodiversity and the natural resources that sustain it within protected areas.

Fanamby's Pillars of Approach

Fanamby's approach to conservation is underpinned by four interconnected pillars:

1

Ensure effective management of Category V PAs through monitoring, patrolling reforestation and rewilding forest and coastal areas.

2

Develop strong and effective co-management institutions as a foundation for Category V PAs.

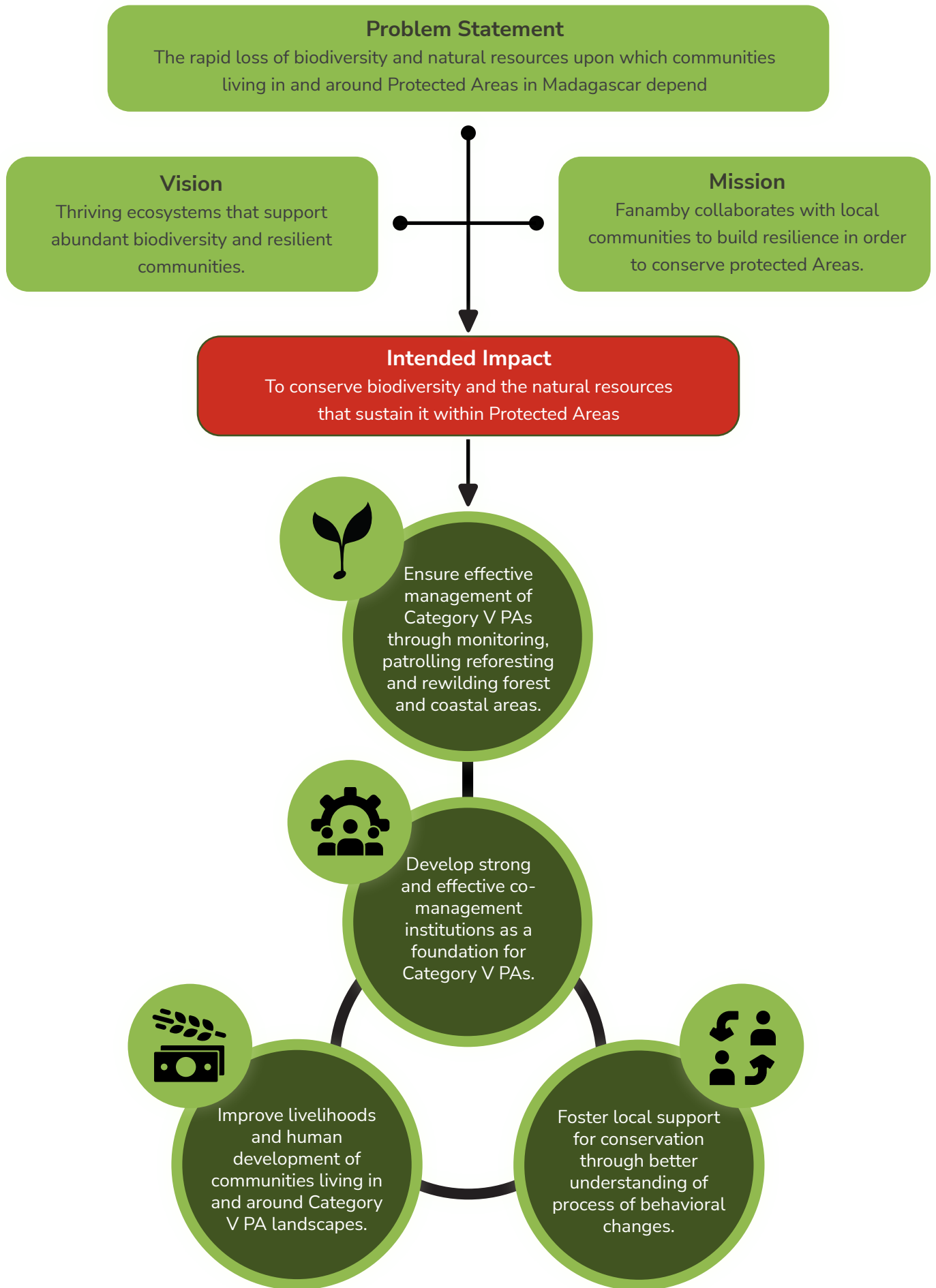
3

Improve livelihoods and human development of communities living in and around Category V PA landscapes.'

4

Foster local support for conservation through better understanding of the process of behavioral changes.

3.2. FANAMBY'S THEORY OF CHANGE



3.3. TARGET GROUPS AND GEOGRAPHIC FOCAL AREAS

Fanamby’s key target groups are local communities living in and around Category V Protected Areas who access and use natural resources from these areas to support their livelihoods. They are at the heart of Fanamby’s work on the ground, and ultimately, its success. More specifically, Fanamby is committed to continue expanding and intensifying its support to a suite of local entities⁴ and ensuring that they are clearly structured, well-governed and have a commitment to conservation.

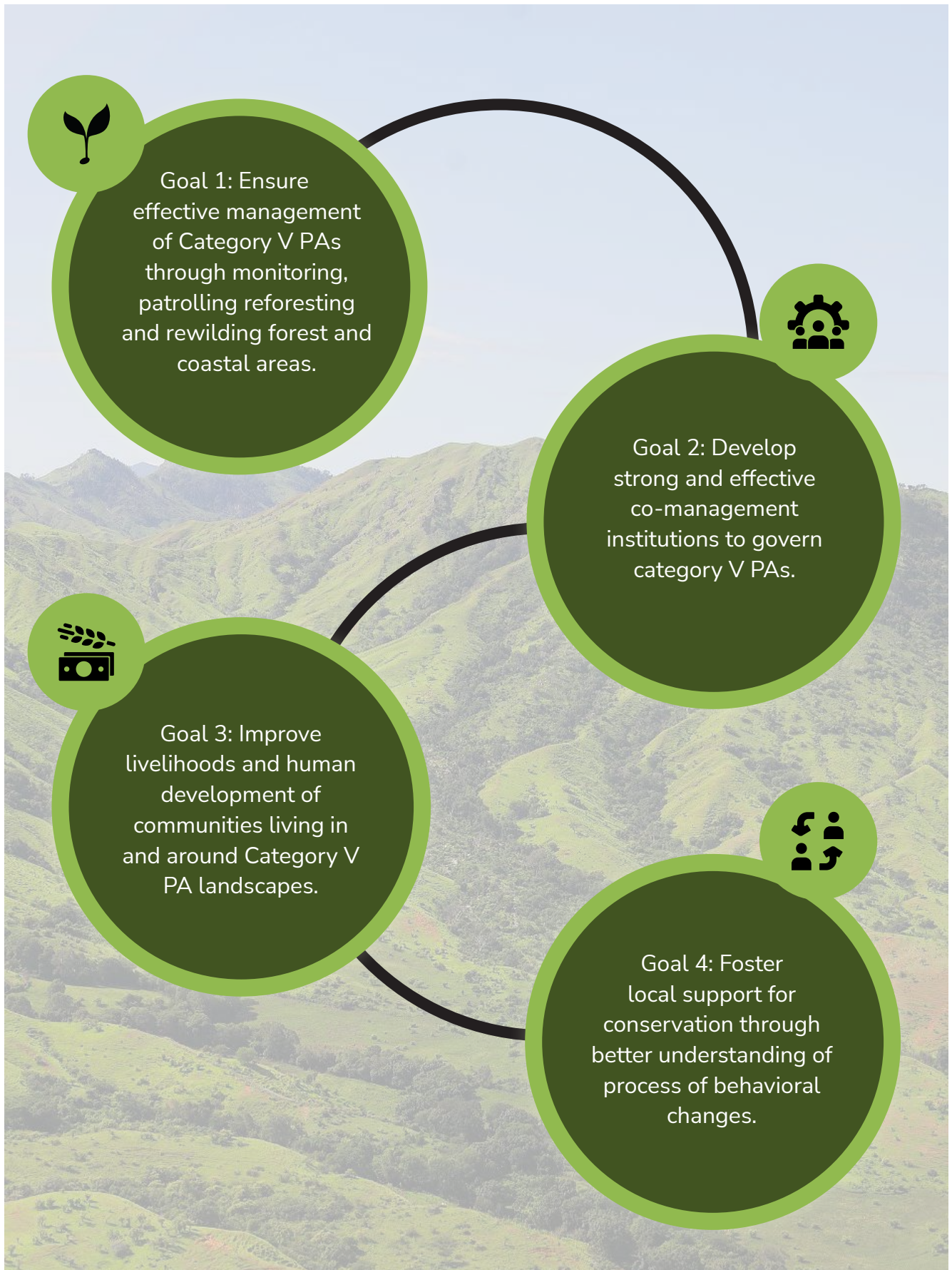
In the next five years, Fanamby will continue to focus its attention on the same geographical sites. It will consolidate its current work to establish a portfolio of ‘best in class’ Category V PAs representing half a million hectares spread around the country where where people’s livelihoods are improving and income increasing in ways that support and incentivize conservation, where forests and coasts are protected, and where biodiversity is sustained.

The geographic areas of focus are:



3.4. GOALS AND OBJECTIVES

Over the next five years, Fanamby will strive to achieve four strategic goals. These goals and supporting objectives are interconnected and Fanamby management will be well aware of this when operationalising the strategy.





Conservation of Protected Areas



GOAL 1:

Ensure effective management of Category V PAs through monitoring, patrolling reforestation and rewilding forest and coastal areas.

RATIONALE

As manager of four Category V PAs, monitoring and managing these PAs forms a large part of Fanamby's mission. Ultimately all goals highlighted in this strategy feed into the success of this area of work. Fanamby will work with community entities to improve conservation activities, such as putting in place firewalls, replanting forests through nurseries, and the protection of areas for rewilding. Fanamby will also continue to develop a MEL system, adapted to the capabilities of local communities, which will allow all sites to measure the impact of their work on biodiversity more efficiently.

Objective 1.1 Establish an ecological database to inform PA management decisions

Data is collected to monitor production and revenue of producer associations and results of reforestation campaigns, but a broader evidence-based Monitoring, Evaluation and Learning (MEL) framework will be developed for Fanamby to measure to what extent its partnership with social enterprises impact on conservation and how local co-management mechanisms underpin this. It will also set up an ecological database in each site similar to what is being piloted in Andrafiarena and Loky.

Key Actions:

- » Develop a MEL framework with indicators for each goal
- » Share results of Fanamby's Technical Monitoring Implementation Plans for each PA with local communities and the integrated Steering and Monitoring Committee, known as the COS (Comité d'Orientation Stratégique), to keep people informed about the health of the local ecosystem and the impact of their conservation efforts

Objective 1.2 Restore key terrestrial, coastal and marine areas in Protected Areas

Each PA that Fanamby manages is subject to pressures such as logging, charcoal production and slash and burn practices. In order to address this, each PA benefits from a management plan which maps zones of ecological importance. Fanamby will continue to engage with local entities to increase its reforestation and passive restoration efforts. In Loky Manambato, communities within Locally Managed Marine Areas (LMMAs) are already engaging in no-take zones to allow for fisheries to recover.

Key Actions:

- » Improve the management of tree nurseries and tree planting in degraded terrestrial and coastal areas⁵.
- » In terms of passive restoration, priority areas will be identified in collaboration with local communities and members of the integrated COS. Selected areas will then be designated as no-go zones for specific periods of time, to allow those areas to regenerate naturally.

Objective 1.3 Protect high biodiversity core zones of Protected Areas

Category V PAs are made up of different zones, including core conservation areas which are intended to be highly protected with limited anthropogenic activity. Unfortunately, these are subject to logging, slash and burn, wildfires, precious metals extraction and overfishing. Fanamby will reinforce its capacity to conduct monitoring and control activities across sites through co-management structures

Key Actions:

- » Continue to reinforce community patrols: signage, the installation of firewalls, as well as monitoring activities
- » Engage with local authorities, including the police and mayors to conduct patrols and sanction people who carry out destructive practices.

Objective 1.4 Support local communities to be effective in protecting Protected Areas

PA terms and conditions stipulate that it is the role of the NGO manager and the local community to safeguard biodiversity in PAs through the village-based patrol associations, which Fanamby has supported and trained over the years. However, members of these associations take long-term risks on a volunteering basis which leads to patroller demotivation. Fanamby will address the problem of inadequate remuneration.

Key Actions:

- » Continue to ensure that members of the PA patrol associations are trained, and equipped to carry out their responsibilities.
- » Create a business plan for each PA, with the idea that patrollers and fire-agents become service providers paid by Fanamby.
- » Engage with local authorities to ensure that patrol associations are formally accredited and evaluated at the District level, and remain accountable to local communities.

Objective 1.5 Carry out Protected Area administrative duties to the highest standards of quality

As part of its administrative obligations to the state as a PA manager, and for its own planning and monitoring purposes, Fanamby is expected to complete a series of tasks, including the development and revision of five-year PA management plans (Plans d'Aménagement et de Gestion) for each of the PAs it manages. These are tools for Fanamby to remain accountable to its stakeholders and develop a strong knowledge of the status quo of each PA. Management plans include key information about zoning, and this information must be updated as part of developing new plans every five years.

Key Actions:

- » Develop and update management plans for each of the PAs that it manages.
- » When necessary, support participatory mapping to determine PA zoning requirements. In PAs that Fanamby does not manage directly (eg. Fénériver Est), participate in the integrated COS and contribute to the administrative activities of the PA.



Effective Co-Management of Protected Areas



GOAL 2:

develop strong and effective co-management institutions to govern category v pAs

RATIONALE

In view of the fact that the government does not have the capacity to effectively manage PAs, managers of Category V PAs are mandated to adopt a co-management approach to involve local communities in the management of resources in and around PA. Fanamby will engage with partners to increase community co-management of PAs to ensure that decision-making processes and structures are in place. Fanamby will also ensure that the local entities who bear the greatest cost of conservation are heard and represented. At regional level, Fanamby will engage with civil society networks which coordinate conservation stakeholders.

Objective 2.1 Ensure that local and regional governance mechanisms to manage Protected Areas are effective and transparent

The local and regional mechanisms with which Fanamby co-manages PAs, i.e. OPCI (Public Organization for Intercommunal Cooperation)⁶ and the Steering and Monitoring Committee (COS), will be harmonized to create clearer and effective decision-making processes.

Key Actions

- » Coordinate and facilitate the creation of an integrated COS which will include OCPI and community leaders.
- » Ensure the new COS structure will benefit from regular inclusive meetings, with clear goals and objectives for PA co-management.

Objective 2.2 Support the effective inclusion of local entities in Protected Area management

Fanamby will support members of local community entities such as producer associations and rangers, to get organized and to participate

in decision-making on management of PAs. This will directly contribute to more effective and transparent governance of PAs.

Key Actions

- » Provide ongoing support to existing local associations operating in PAs to federate.
- » Organize for members of these federations to be elected on the integrated COS, and participate in decision-making about management of the Protected Area.

Objective 2.3 Engage actively in advocacy at local and regional levels through strengthened relationships with relevant civil society networks

Each region where Fanamby operates benefits from different forms of collaborative action. Depending on available structures, Fanamby will actively participate in local and regional civil society networks/platforms to coordinate and improve PA conservation. These networks present an opportunity to raise the voice of communities to government level and streamline decision-making.

Key Actions

- » Depending on the PA, play a more consistent and committed role in networks where Fanamby is already active, or identify and join new networks.
- » Actively participate in facilitating meetings, fundraising and/or monitoring of agreements and actions within these networks.

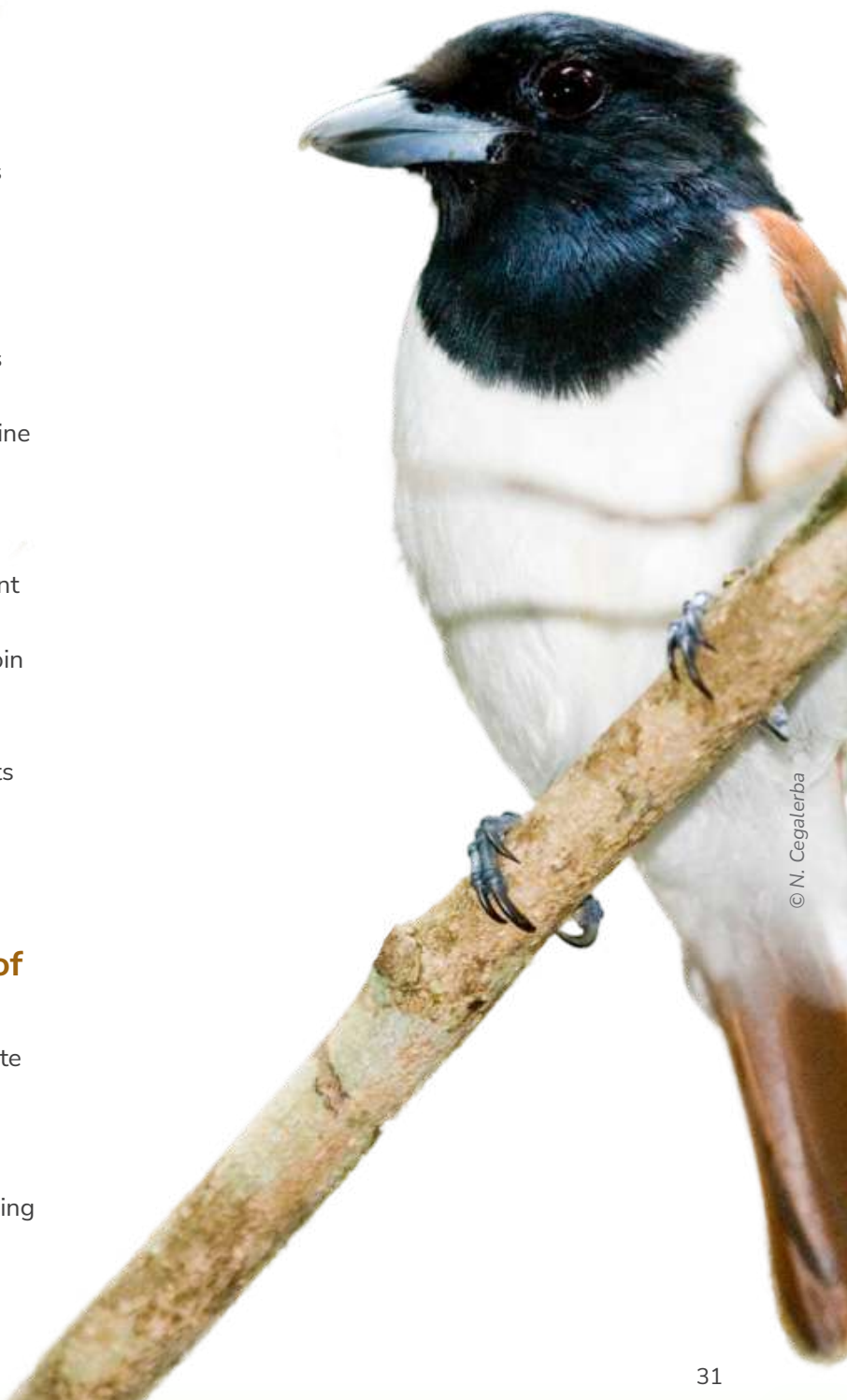
Objective 2.4 Engage with national networks on issues related to the co-management of Protected Areas

Various national networks exist whose mandate relates to community conservation and community resource management. These are important spaces to share information about Fanamby's approach and the work that it is doing to bring an equitable decision-making process

to local entities in the PAs that it manages, to learn from others, and to identify potential collaborators.

Key Actions:

- » Analyze the priorities and work of these networks to identify which ones to prioritize, and clarify Fanamby's role in relation to them.
- » Participate in national networks, primarily to share and collect information about the co-management of PAs, and to promote the organization's visibility.





Support to Human/Social Development



GOAL 3:

Improve livelihoods and human development of communities living in and around Category V PA landscapes.

RATIONALE

Not only are managers of Category V PAs in Madagascar mandated to safeguard the socio-economic development of communities living within PAs, but this is core to Fanamby's mission and ToC. Fanamby is well-positioned to do this considering its experience with profitable social-enterprises and the business acumen it has developed to engage with the private sector. The next five years will consolidate and refine these partnerships to increase the revenue of producers tied with stronger conservation outcomes for communities. Fanamby will also engage with partners specialized in activities such as education, health, and sustainable wood stoves to improve the quality of life of local communities.

Objective 3.1 Form and support local associations to increase economic opportunities and engage in ethical value chains while conserving Protected Areas

Most of the livelihood associations created by Fanamby do not have conservation explicitly at the heart of their mandate but rather the production of agricultural or seafood products. Fanamby's work is based on an assumption that with more income, people will be less dependent on natural resources. During the next five years, Fanamby will work with producer associations - that exist in all PAs managed by Fanamby - to strengthen links between production and conservation.

Key Actions:

- » Formalize producer associations so that they are recognized as legal entities.
- » Revise roles of producer associations so that conservation is central to their mandate.
- » Provide ongoing support to these associations to ensure members are empowered to lead the associations.
- » Assist producer associations to establish fair and equitable tripartite conservation contracts between Fanamby, private sector companies and the associations.⁷

Objective 3.2 Develop sustainable agro-ecological value chains

Agro-ecology presents a solution to many problems Fanamby is trying to tackle. If implemented correctly, agro-ecology can respond to poverty alleviation, climate change mitigation and adaptation, and reduce biodiversity loss. Fanamby has implemented some agro-ecology principles in its activities on an ad hoc basis. During the next five years, Fanamby will partner with the private sector, using an agro-ecological framework to inform its work in the development of agricultural value chains. In the longer term, Fanamby's role will shift to monitoring activities and contracts, and supporting local-level benefit-sharing mechanisms. Additionally Fanamby will explore a framework for a fisheries improvement programme in Loky Manambato.

Key Actions

- » Identify agricultural and related products that align with agro-ecological principles and that are resilient to climate change.
- » Set up pilot initiatives with private sector partners to trial larger scale production of agro-ecological products.
- » Once associations have viable products and can produce them in adequate quantities, partner with the private sector to provide long-term technical support to associations within the frame of conservation contracts.
- » In coastal areas, assess approaches to set up a Fisheries Improvement Project.

Objective 3.3 Build relationships with private companies based on the principles of people, planet, profit

Fanamby has successfully catalyzed Sahanala into a multi-million dollar enterprise. This venture has put social entrepreneurship at the forefront of Fanamby's work through the expansion of livelihood associations, and its ongoing pursuit to partner with private sector companies to promote economic incentives for rural communities. These relationships are key for the nexus between rural development and conservation. Fanamby will develop partnerships based on shared values, couched on a triple bottom line of people, planet, profit.

Key Actions:

- » Develop a framework with conditions for its partnerships with the private sector to assess which companies are the best 'fit' and ensure that Fanamby is clear and consistent about its expectations when collaborating with private sector companies.
- » Identify private companies aligned to its values and strategic direction, to purchase raw materials.⁸
- » Use the partnership framework as a basis for reorienting collaboration with Sahanala and Tambatra, to clarify common purpose, roles, responsibilities and ways of working.

Objective 3.4 Explore and strengthen mechanisms to ensure that communities benefit from income generating activities

As producer associations generate more and more funds, additional mechanisms are needed to spread benefit sharing beyond local association and their members to the wider community in and around PAs. Existing efforts could be improved to ensure greater transparency and equity within the community in partnership with Fanamby's private sector partners and local government.

Key Actions:

- » Work with local government and private sector partners to increase transparency and equity in the local taxation system for raw materials (*ristournes*).
- » Undertake more sustained advocacy to improve the *ristournes* mechanism and gain more benefits for local communities.
- » Research and pilot other benefit-sharing mechanisms at the local level, to assess which approaches are most relevant and effective.

Objective 3.5 Facilitate partnerships to provide local communities with access to basic social services

As part of its obligations as the manager of PAs, Fanamby must ensure that local communities living in and around these areas have access to basic social services. These include health, education and infrastructure services. Given that the provision of these services is beyond the mission and expertise of Fanamby, it will not undertake this work directly, but will engage in partnerships to carry out this aspect of the strategy.

Key Actions:

- » Identify national and international organizations that provide social services to rural communities and research which ones most closely align with Fanamby's value and approach.
- » Enter into partnerships to ensure the provision of health, education and infrastructure services to local communities.

Support to Human/Social Development



GOAL 4:

Foster local support for conservation through better understanding of process of behavioral changes

RATIONALE

Not only are managers of Category V PAs in Madagascar mandated to safeguard the socio-economic development of communities living within PAs, but this is core to Fanamby's mission and ToC. Fanamby is well-positioned to do this considering its experience with profitable social-enterprises and the business acumen it has developed to engage with the private sector. The next five years will consolidate and refine these partnerships to increase the revenue of producers tied with stronger conservation outcomes for communities. Fanamby will also engage with partners specialized in activities such as education, health, and sustainable wood stoves to improve the quality of life of local communities.



Objective 4.1. Understand blockages communities face to engage in conservation

Fanamby has made considerable investments in communication and education campaigns aimed at changing local community behavior towards conservation, yet destructive practices persist. Fanamby now aims to gain a better understanding of the enabling conditions for community inclusion and the incentives and disincentives communities face, in order to design strategies to best address these needs.

Key Actions

- » Evaluate behavior change activities to assess their efficacy and inform future actions.
- » Use the new MEL framework to understand complex behavior change blockages as they emerge (e.g. rapid social changes caused by migration).



Objective 4.2 Design more effective behavior change communications

Behavior change activities are run as a distinct pillar of work, generally taking the form of communication activities such as events like International Lemur Day, and the use of radio in some PAs. Going forward, behavior change approaches will be integrated into all activities. Studies conducted in Objective 4.1 will inform tools aimed primarily at empowering communities and encouraging behavior change. The use of radio and other communication tools will continue to be used to inform communities, but field staff and local decision-makers will also be trained to strengthen relationships and encourage grass-roots decision-making.

Key Actions:

- » Train field staff and local decision makers (such as the integrated COS) to better support decision-making processes by communities.
- » Continue to improve communication strategies aimed at behavior change.



4. Strengthening Fanamby as an organization

4.1. FANAMBY'S VALUES

Fanamby's vision is to see thriving ecosystems that support abundant biodiversity and resilient communities and its mission is to collaborate with local communities to build resilience in order to conserve Protected Areas.

These are the values that underpin its approach to achieve its vision and mission:



4.2. IMPLEMENTATION AND RESOURCES

Human Resources

Fanamby is the largest Malagasy conservation NGO and currently has 110 staff on its payroll. The most important resource Fanamby will need to implement this ambitious five year strategy is its people. Fanamby will need to resolve several gaps in terms of human resources in order for its current team to operate at full potential to enable the goals above to become reality.

» Organogram

The first area for development is a revision of the Fanamby organogram. One of the main issues this will resolve is that the Executive Director (ED) line-manages too many people. This leaves the ED highly involved in day-to-day operations, leaving little space for strategic thinking, external relations and fundraising. Senior

management positions will be created to ensure the ED has the advice and support required to fully flourish into the role of ED. Most pressing will be a Finance Director, Protected Area Coordinator and Grant Manager. These senior positions will strengthen middle management and provide better support to field teams. The new senior managers will inform the ED on operational and programmatic challenges and success, and provide informed strategic advice to the ED.

» **Filling competency gaps**

The recruitment of a Director of Finance is urgent to overcome challenges in the financial systems. Recurrent bottlenecks at head office hamper senior staff from getting on with their jobs and field staff are prevented from quickly executing activities in the field.

At a programmatic level, Fanamby will also have to make some adjustments in staffing. While Fanamby enjoys strong expertise in areas such as PA management and agro-ecology, some of this expertise is embedded in certain sites and not well shared across PAs. Common methodologies will be developed drawing on the team’s expertise to be used across sites for on-the-job training. Furthermore, Fanamby will recruit or train existing staff in community engagement. These individuals will have a genuine interest in understanding why communities struggle to engage in conservation activities and will guide them to resolve blockages through thoughtfully facilitated meetings and activities. Conservation contracts will play a key role in achieving the three first goals. This will require expertise, and Fanamby will explore ways of training its team to broker fair contracts between the private sector and the community.

Fundraising and grant management

Fanamby will develop a fundraising strategy and will be particularly interested in fostering partnership with funders with pragmatic reporting obligations.

» **Financial Forecasting**

Fanamby’s current budget is Euro 1,571,107.09.

In order to achieve the goals in this strategy, the organization will need Euro 2,467,129 per year, representing a 57,03 % increase in funding.

| ACTIVITIES | REQUIREMENT PER YEAR (€) |
|---|--------------------------|
| Human resources | 403,000 |
| Operational cost (rent, fuel, maintenance, etc) | 310,129 |
| Conservation activities | 884,000 |
| Fire equipment | 500,000 |
| Socio-economic development activities | 285,000 |
| Overhead (~5%) | 85,000 |
| TOTAL (EURO €) | 2,467,129 |

Governance

» Separating Fanamby and Sahanala

While Fanamby and Sahanala have made considerable efforts to separate both organizations administratively, during the next five years additional steps should be taken to further clarify this partnership. By unknotting their activities at a grassroots level, the functions of both organizations will have to be well communicated to several different audiences. In other words, Fanamby as a conservation and development NGO, and Sahanala as a private sector partner which works with communities on techniques to improve organic farming, and buys raw products at a decent price. Field agents will be trained to explicitly explain this to communities in order for this difference to be very clear. Fanamby will also work on its communications and branding so that this relationship is well understood by national and international stakeholders, including government and funders.

» Fanamby's Board

The president of Fanamby is also the president of Sahanala which may bring about conflicts of interest between both organizations. While this may not have been the case as both organizations were joined legally and administratively, and shared a similar vision, this will increasingly become an issue as Fanamby stewards private sector partners into conservation contracts.

The board needs to grow in size, expertise and diversity to best strategically support the organization. A high profile financial administrator and highly experienced conservationist will be particularly relevant for Fanamby to bring high quality to its entrepreneurial mission for conservation in Madagascar.



Endnotes

- 1 Formerly known as Association Nationale pour la Gestion des Aires Protégées (ANGAP)
- 2 The forests blocks were registered as Station Forestière à Usages multiple (SFUM) through the arrêté n°5862-2005 on 31st May 2005
- 3 People, Profit, Planet illustrates that an organization takes into account the full cost of doing business and takes into consideration its impact on the environment and stakeholder more broadly.
- 4 Local entities Fanamby support are legally recognised structures whose common objectives and activities relate in some way to conservation and/or natural resource use. This includes patroller associations and producer (farmer) associations in all of the Protected Areas that Fanamby manages. In some areas, it also includes fishers and fire-fighter associations. Members of these associations are the main target group for Fanamby's behavior change and co-management work.
- 5 Reforestation of mangroves in coastal areas will be done with propagules.
- 6 Organisation Publique de Coopération Intercommunale (OPCI)
- 7 These will be brokered with the community and will stipulate the rights and responsibilities of each actor in buying and selling products, and engaging in conservation activities, in order to safeguard the environment upon which the farming of these products depends.
- 8 These private companies will be a mix of national enterprises (e.g. Sahanala, Tambatra) and multinational corporations. In some instances Fanamby will connect local associations to national social enterprises as the 'middle man' between producers and multinational corporations, and in other instances Fanamby will connect local associations directly with multinational companies.

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